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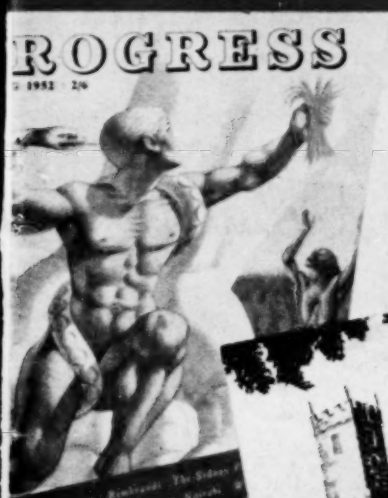

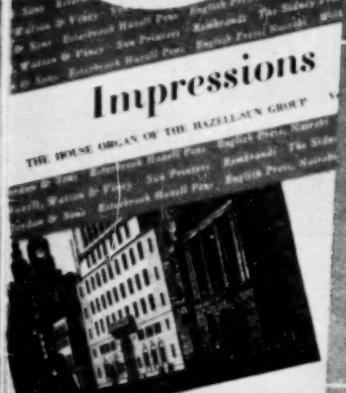

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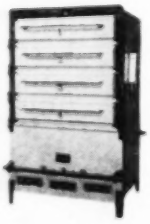

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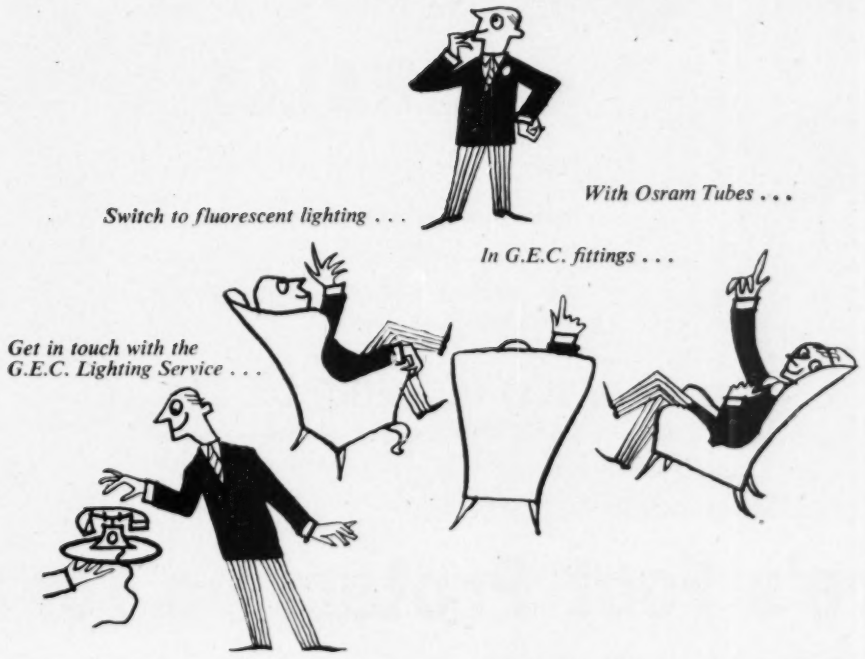

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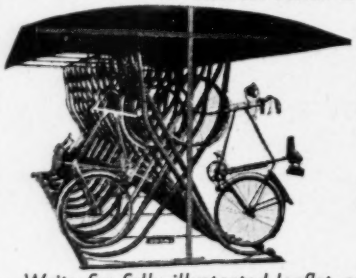

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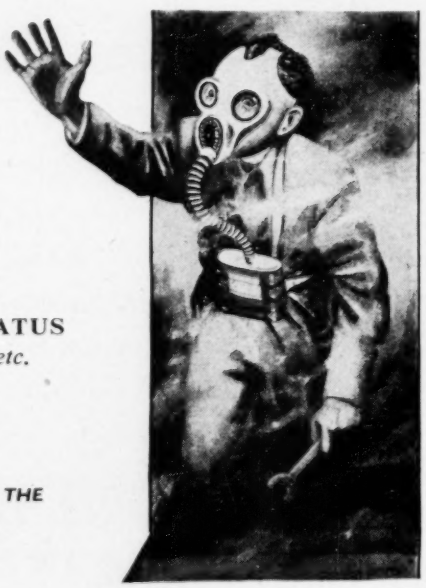

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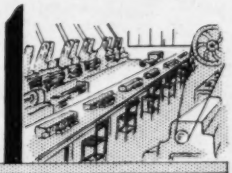

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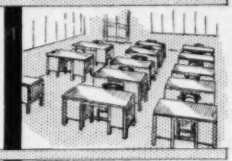

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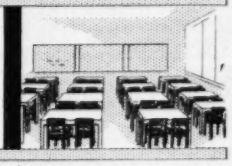

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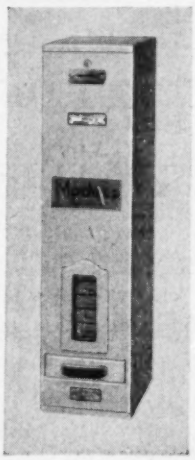

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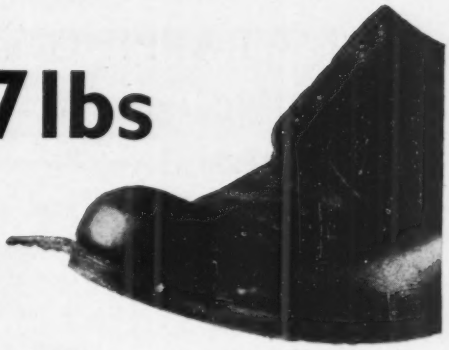

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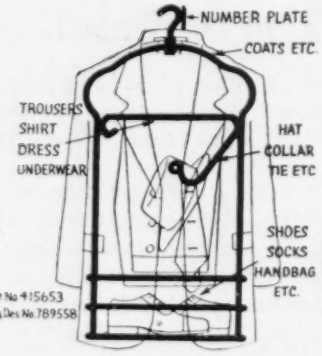

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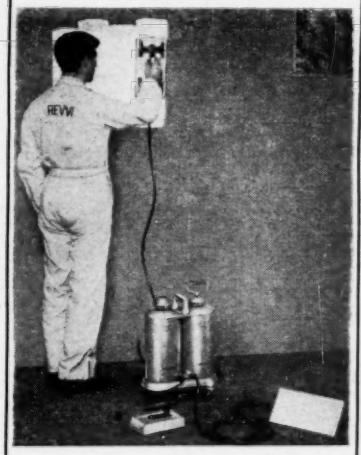

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PERSONNEL MANAGEMENT WELFARE AND INDUSTRIAL EQUIPMENT

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Vol. 19, No. 153

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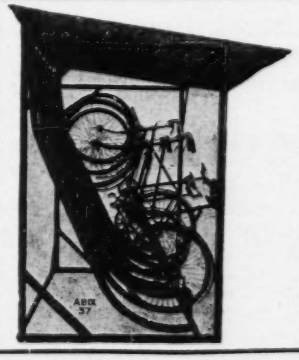

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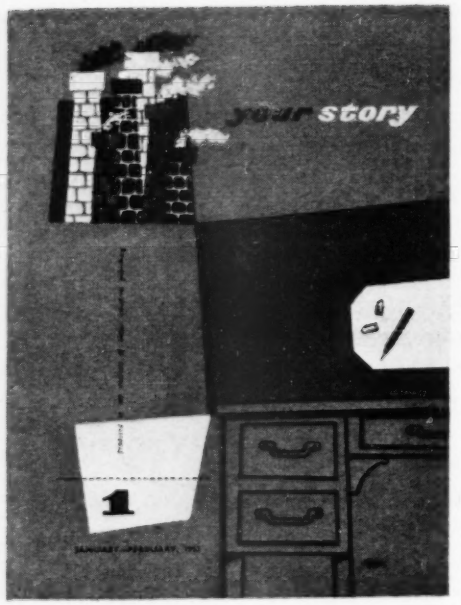

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By THOMAS FASSAM

Head of the Industrial Welfare Society's Publications Department

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Because some public relations consultant has persuaded you? Well, it depends on the inducements he offered. If you were told that by simply starting a magazine you would ensure good "morale" or good personnel relations, you have been misled. These objectives aren't so easily attained.

Because you, or your son down from Oxford, or your lady personnel assistant, fancy yourselves as writers? That's the worst possible reason—it would be better if you stick to "commercial" literature, where the customer can hit back.

Why do people start works magazines? Looking over the list of objectives given here and in America, one is struck by their vagueness—"to educate and inform," "to link management and workers," "to operate in the social and economic fields." One is also struck by the fact that between these broad aspirations and the form and content of most magazines there is a wide gulf. Either this is because the stated objectives are humbug; or it is because they are impracticable.

I don't think that the majority of employee magazine editors are humbugs. When I consider the circumstances in which many of them produce their publications, I'm sure they are not doing it merely for what they get out of it. I do think, however, that many quite decent people set their sights too wide.

Lord Leverhulme, for example, hoped when he started his works magazine over fifty years ago that it would provide an effective substitute for the personal contact between management and man that the rapid increase in the size of his business had done away with. We know nowadays that this can only be achieved by the simultaneous exercise of the whole group of skills and techniques that come under the heading of "human relations."

A famous public relations firm, again, claimed that in a works magazine, when controversy arose, "the cold logic of accurate phraseology in print dampens emotionalism and invites the attention of reason." *Pace* Stuart Chase, we know that effective national negotiating machinery and local joint consultation are much more important than nice bits of semantic writing.

And only the other day a young lady, asking for help in starting a magazine, told me "You see, our communications are so bad." I rapidly ticked off on my fingers a few of the other things she should start if she wanted to tackle the communications problem squarely—works committee, bulletin boards, discussion groups, complaints procedure, suggestion scheme, training courses for middle and junior management.

The truth is that in the whole complex of management today the employee publication is supplemented, and often outstripped, by other techniques and media. This would not have happened if we had succeeded in our beloved broad objectives. If it had been enough to bring out the *Pigiron Post* once a month (more or less) there would be no public address systems, no wall newspapers, no employee handbooks, no visual aids, no information services or works councils.

We did not succeed single-handed in creating idyllic industrial relations

INDUSTRY'S PRESS: **4 Facts**

1. *There are an estimated* 1,200 *house journals in Great Britain. New ones are being started almost every week.*
2. *Editors in this increasingly important part of the Press have their own association, the British Association of Industrial Editors. Present membership is* 200.
3. *The Americans believe in house journals. More U.S. citizens read them than read newspapers. Aggregate circulation of the* 6,500 *publications is* 71,000,000. *In* 1952, *over* $112,000,000 *was spent on them.*
4. *The trend, both in the States and here, seems to be to run more than one journal—an employee magazine, a publicity organ, perhaps a dealer magazine.*

simply because we set out to do too much with a medium that has severe limitations. If we think of our magazines as part of the communications structure of industry, we ought to ask ourselves some straight questions.

Is the employee magazine a complete two-way channel of communications?

Has it the informality and security of a friendly conversation?

Can we answer the question as soon as it is asked, give the news as soon as it "breaks," squelch the rumour while it is still travelling the grapevine?

The answer, in each case, is no. There are very few great newspapers even that could answer yes to more than one of these questions. How can we, editing our magazine single-handed in intervals between our other duties in the personnel office, or working with em-rule and type-book in the remote and cloistered calm of the advertising department, hope to reach these essential standards?

My answer would be that we have a job to do—*and it is not to compete with the other techniques of communication but to help create the conditions in which they will succeed.*

We cannot hope to report the works committee while it is still "hot"—but we can print articles showing how the committee works, how a given suggestion was discussed and carried through decision to action.

We can't beat the grapevine—but we can give a humorous study of how a given rumour developed, how it was detected and answered and how far it departed from the truth.

We can't be as topical as the bulletin board—but we can carry out reader research as to whether the bulletin board is looked at, and what attitude the average worker takes to it.

We can't offer the quick-fire exchange of views and facts that take place in a discussion group—but we can help to brief groups by publishing advance information on the topics they are to discuss.

We can't move, like the films in the canteen; and we can't emit noises, like the Music While You Work loudspeaker. But we can investigate by opinion polls and quizzes the impact of these aids to productivity, and get people discussing their preferences.

There is, in short, a lot we can do by treating these other competitive media as news stories on their own merits. Remember the magazine goes into the home, and is read quietly sitting down; these are conditions that no other medium can claim, and in these conditions we can set about our primary job of laying good foundations for the firm's family spirit.

But there is more that we can do—jobs that cannot be done by the other media and belong to the press, of which we are an increasingly important part.

Summarising the types of contribution that can only appear in the employee magazine, we can see that they have a common value in the pursuit of better industrial relations. The editorial can present the basic concepts of good relations in thoughtful form; the features contributed by readers can add to the knowledge the working team have of one another as full and rounded personalities; the background articles about the company's processes, products, clients and staff help to create a family feeling of identification with the firm; the routine news of births, marriages and deaths increases the sense of mutual interest. Some magazines take the process a step further by printing articles that help to weld the firm into the civic community; and others explain the structure of the industry and the relations between its departments as part of the process of making everyone better informed.

What have these differing types of editorial matter in common?

They are all concerned with the work to be done—the firm that does the work, the world in which the work is done, the people who do it, the people for whom it is done, their relationships with each other, and the job.

This work is something that occupies the attention of most people for the best part of the day (and I mean the *best* part—the long daylight hours spent continuously on the job). The relationships they develop during those hours are important, and the employee magazine is the archivist of those relationships.

But the work they do should be important, too. And here the employee magazine has its specific job to do—to reach the working reader in his armchair at home, and to show him how his job, however humble it may seem, is significant and valuable.

That is the main justification for the employee publication. It does not constitute the whole apparatus of personnel relations, but it has a unique and essential part to play. By sitting down quietly, asking ourselves precisely what is our *raison d'être* in our particular firm in terms of these limited objectives, I feel we would produce better magazines. And because we would have a clearer idea of what we were after, we might produce them more easily, too. . .

2. Getting Out the Magazine—a 10-Point Plan for Management

By GEOFFREY PERRY
Director, Perry Press Productions Ltd.

HAVING decided that an employee magazine is a good idea and that it will do a constructive job for us, we should know what we have let ourselves in for and how we shall go about producing one.

First things first. What *style* are we going to adopt? What is going to be the *size* of the magazine and *how many pages* is it to have? *How often* shall it appear?

The answers to these questions will necessarily depend on costs, but having decided to publish a magazine, we must also give it a chance to prove its worth and to fulfil its function.

1. Each of the fundamental questions raised above dovetails with the next one. **Style,** to start with. This depends on the contents of the magazine and on how

Three popular sizes — octavo, quarto and "newspaper" (11¼ in. by 8¾ in). Each was chosen for the job it had to do—to carry mainly features or mainly news.
(Perry Press Productions Ltd. photo.)

often it will appear. It is no good producing a "glossy" style if the purpose of the magazine is to be newsy and contain many little items of personal news. No good producing a *news*paper if the publication appears infrequently and contains more illustrated feature articles than news.

The best way to tackle the problem is to produce a "dummy" of the publication as we envisage it; to make it the size we have in mind, give it the number of pages we aim at, and pencil in very approximately the space we plan to give each item of our proposed contents. That will help us to determine style, and we shall derive the maximum assistance from our "dummy" if the job has been done by a professional journalist (he may, of course, be the editor) or a firm of consultants specialising in this type of work, either of whom can picture very much more clearly than the layman what the finished product is going to look like.

2. The actual size or format of the magazine has a great bearing on the style, but for economy in production, readability and ease of distribution, those sizes cutting out of standard "printings" are the most popular. Demy 8 to (8¾ in. by 5⅝ in.), Demy 4 to (11¼ in. by 8¾ in.), Crown 4 to (10 in. by 7½ in.)—all have maintained their popularity through the years, while newspaper formats range from 17 in. by 12 in. to 11 in. by 8½ in.

3. Now, **how many pages?** House magazines range from eight pages upwards in the case of magazines, from four upwards in the case of newspapers; but wise is the firm that does not start a large, bulky publication with a flourish, to discover after a few issues that they are running dry of suitable material. It is far better to start with a number of pages that can definitely be filled, and then let the magazine develop naturally—as it will do if it is run well and proves popular.

4. Employee magazines—especially those that are given away free—may at first be regarded with a certain amount of reserve by employees. It is most important, therefore, to produce a publication that inspires confidence and which—quite apart from its contents—will, by reason of its appearance, be *read*.

Hence the importance of a good **cover.** Publishers of magazines sold on bookstalls to the general public appreciate the importance of this, and many a publication is sold on the drawing-power of its cover. "Clothes make the man"—the cover often helps to make the magazine.

5. One important question that often arises is "Shall we take in paid **advertisements** to offset some of the expenses?" Some house journals make excellent advertising media. The works or depot of the firm may be of considerable local importance, and traders may like to advertise their goods or services to the employees. Such advertisers derive great benefit from their advertisements—especially as they know to whom they are appealing and the number of people who will read their advertisements.

6. **Frequency of publication** is our next problem. Once decided upon, it should be rigidly adhered to, for nothing is worse for the prestige and goodwill of a publication than its non-appearance when everyone expects it. Monthlies lead in popularity, followed by quarterly and bi-monthly publications. Weeklies are naturally very rare because they require a considerable staff and prove costly.

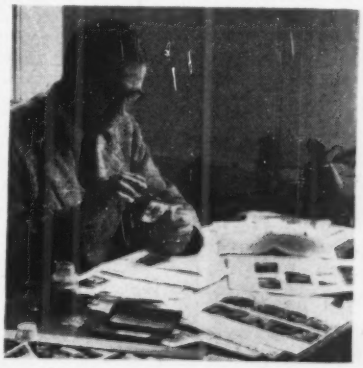
7. The "dummy" has given us an idea of the type and style of our proposed magazine. Having determined its character the choice of **paper** should not prove unduly difficult. Where many illustrations are used, some sort of coated paper is essential, art being the best of these, although costs can be reduced by the use of imitation art or even supercalendered papers. Newspapers, however, will only look right on a paper resembling newsprint.

8. What's all this going to **cost** us? The best way to find out is to submit our "dummy" to a number of printers versed in this kind of work, and their quotations—though they may vary widely from one another—will give us an idea.

Economies can, of course, be made in a number of different ways—by cutting out the use of additional colour, reducing the number of pages, printing on a lighter weight or not such good quality paper, doing away with a separate cover and having one that is of the same substance as the rest of the magazine and can, therefore, be printed at the same time, etc.

9. **Illustrations.** Most employee magazines are printed by the letterpress process, and if illustrations are used, they consist of half-tone or line blocks, or a combination of the two.

Original artwork can be reproduced



Job for an expert—making up letterpress and pictures into pages.
(Cadbury Bros. Ltd.)

up to seven times smaller than the original, or enlarged if required. Simple, "squared-up" blocks are cheapest; complicated outlines ("cut-outs") can cost a lot of money. The blockmaker's advice on the correct "screen" of block for the grade of paper chosen should be sought; the block that is suitable for newsprint is most unsuitable for best-quality paper.

10. What about the **editor?** (Mr. Wynn deals with his duties in detail in the next article.) There are three courses open to management. They can delegate the job to a member of the firm, in addition to his other duties. Sometimes this works quite satisfactorily, although the limitations of the arrangement are very evident. The first two or three issues may be carried on the enthusiasm of the employee-editor, but he may be overwhelmed in the long run.

Next, management can employ a full-time professional editor, usually with a journalistic or advertising background. Industrial editing has become a recognised profession and is a highly specialised job, calling not only for a knowledge of journalism, but also for a thorough appreciation of industrial and commercial problems and the way these are handled.

Thirdly, there are specialised firms that provide an editor, art and production departments, and look after the complete job.

Obviously arrangements must vary from firm to firm. But having decided that the staff magazine can do a constructive job, management have to decide how much money can be spent on it, on a *long term basis*. For it is in times of need that an established magazine, enjoying the confidence of the people whom it serves, can rise to its finest.

3. Management Must Brief The Editor

By J. P. WYNN *Editor of "National Post" and Hon. Secretary of the British Association of Industrial Editors*

WHAT is the job of the editor of a house magazine? The answer can be reduced to a simple sentence—to make his readers feel happier. His journal should be so produced that every employee, from the managing director to the youngest office boy, experiences a "we-are-rather-a-nice-crowd" feeling. It ought to be the sort of publication which the employee will show to his family or friends in other companies with a feeling of pride at being a member of an organisation which achieves something, which offers good working conditions and in which there exists an *esprit de corps*.

In order to do that, he ought to be given by management definite and detailed terms of reference—a complete briefing on company affairs and policy. He must be fully aware of production problems, of the ever-open ear of the competition, of susceptibilities and prejudices within the company. He must, in other words, avoid everything which might cause friction, resentment or unhappiness.

There are three different types of employee publication (as distinct from the sales or customer magazine, with which we are not concerned here):

1. That sponsored by an enlightened management which wants to create an informative, instructive journal which is more than a well-polished shop window.
2. The luxurious prestige publication which, although ostensibly intended for the employees, is always squinting at the customer.
3. The publication written, edited and produced by the staff in their spare time, tolerated by management and dealing mostly with sports and social events.

There is, however, only one valid reason for publishing an employee journal, and this has been recognised by progressive managements throughout the country: it is to improve employer-employee relations by strengthening group cohesion and expressing in print the warmth of the family spirit which is prevalent in so many enterprises.

Experience shows that such a publication, which mirrors the friendly relationship between management and employees in a factory, which reflects good working conditions and which exudes a general feeling of happiness, will, *per se*, increase a company's prestige better and more lastingly than any smoothly written, glossy, luxury magazine produced by the advertising department.

What should a good house magazine contain? News of everything which affects the employee's job—favourably or unfavourably—everything which can put his own rôle in the production process in the right perspective; which can promote better understanding of the work of his colleagues; which affects his future work. Just as the shareholder who has invested his savings in a commercial enterprise has the right to be informed of all developments within that company, so the employee, who invests more than mere money—his physical and mental strength — has the right to be informed.

Moreover, he is, like all of us, curious. He will read with interest stories about a colleague's hobby, he will gleefully comment on engagement and marriage announcements,

The author of this article at work with his staff on an issue of National Post. Main job of an industrial editor, he believes, is "to make his readers feel happier."

he will relish a glimpse into the private life of his colleagues. Company policy, therefore, job security and social news are the three mainstays of editorial policy.

To carry it out and to create a journal which is interesting, informative and never boring, requires more than the usual journalistic skill. The editor—whether full-time or part-time—must be familiar with the tools of his journalistic craft—typography, layout, sub-editing and news gathering. He should be assumed to have a "nose for news," to be able to sense stories and to initiate the writing of articles.

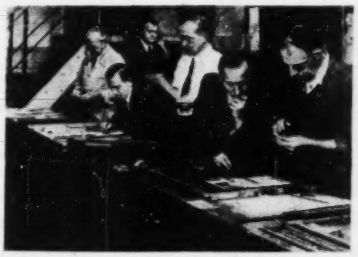
These are qualifications which every editor must have as a matter of course, but beyond that the editor of a house journal must be a man of infinite tact, a polished diplomat, a good mixer and, most important of all, **never** management's yes-man. His position in the works is not always enviable; because of his peculiar job, which must of necessity bring him into regular touch with all sections of the community, he has normally greater latitude of movement and easier access to management than employees of equal or similar salary grade. He should, if he is to do his job well, be able to short-cut long and cumbersome communications with management, and this again is not easy in a works which has a tradition-bound system of inter-departmental communications.

An Adequate Salary

Yet another factor often tends to create resentment, albeit mostly concealed, against a newly appointed editor. His salary. A man with all the above qualifications is obviously entitled to an adequate salary which, in many cases, is higher than that of the well-trusted, long-service book-keeper, foreman or personnel assistant, who looks askance at the employment at a higher salary of a newcomer who has not "made his way" within the organisation along the path of normal promotional progress.

Further, only the house journal editor is in the peculiar position of working **among** his readers who, at the same time, are his contributors, his subordinates and his superiors. Criticisms of his work are immediate, spontaneous and mostly outspoken. It requires a great deal of tact to "sub" the director's holiday article from 5,000 words down to the required 800, a feat which many industrial editors are called upon to perform frequently. The editor must exert all his diplomatic skill if he has to turn down a badly taken snapshot of the foreman's granddaughter, should that trusted employee with thirty-five years' service tackle him personally.

He will need material from all sections of the firm, and will, therefore, have to appoint correspondents in every department and shop to report to him all events as soon as



Editorial and printing staffs making up the actual type into pages.

they occur. Department heads and foremen must be encouraged to facilitate the work of the correspondents and no departmental censorship need be established once the editor is well primed regarding company viewpoints, personalities and general susceptibilities. While this material from correspondents will, generally, only deal with social news, questions of job security—which is determined by orders, production and general market conditions—must be dealt with by members of management. It is here that the imaginative editor can be of the greatest service, by guiding the authors and by sensing the kind of problems which need ventilating.

There is an "atmosphere" in every great organisation, an indeterminable something which is generated by rumours, gossip, hopes and ambitions. The editor who can sense atmosphere and the temperature in which it develops will, if he receives co-operation from both management and staff, be able to present his readers with clear and precise information which can dispel an ugly atmosphere or intensify a good one.

Lastly, let me say a little about a subject already touched on in the previous article: who is the editor going to be?

There are usually two schools of thought. Some firms prefer the trained journalist who in addition to the qualifications of his craft has—or is likely to acquire easily—the background of the particular industry in which he is to be employed. It is then assumed that after a few months he will have grown into the organisation and made himself familiar with its particular problems, processes and personalities.

The Staff Man

The result of employing such a man is usually a well-edited journal which can captivate its readers, not only by its contents but also by the application of journalistic technique.

On the other hand, there are those who favour the appointment of a member of the existing staff. They argue that to compile a readable house magazine and to capture the company's "family spirit" it requires not so much journalistic experience, but a thorough knowledge of the company's history and development, its working methods and personalities. In this case, editors are frequently appointed who come from the ranks of the clerical staff, often it is a man with a "flair for writing." Sometimes it is a company secretary (as the central source of information on company events); in one case it was the works' chaplain and even quantity surveyors have been known to be appointed. This method works, in the main, quite well *provided that with the appointment to the editorship goes a corresponding promotion in status.* If such promotion is not forthcoming, if the hapless clerk upon whom has been thrust the editorship has to fight his way through mazes of red tape, if he is—as is often the case—saddled with a supervisory or censorship commitee, the result of his endeavours must be poor.

An unskilled editor can, however, produce a good house magazine with an outside agency or the company's advertising department to help him with layout and typography.

Why are some house journals, though often expensively produced, failures? Art paper, four-colour illustrations, complicated layouts and varnished covers alone do not make good house journals. It is only the editor who has the "feel" of the organisation and can reflect in the columns of his journal the moods, hopes and ambitions of his readers, the man who can report factually, who can create a friendly (but never patronising) atmosphere, who can ensure the success of a house journal.

Feature continued on next page.

4. A Successful House Magazine Under The Microscope

By F. CUTTLE

HIGH on the list of house magazines which really do their job must come the *C.P.A. Star*, published by the Calico Printers' Association Ltd. It has been described by a member of the C.P.A. staff in these unequivocal terms: "Certainly popular, and undoubtedly adds to the wellbeing and sense of 'belonging' of all employees at home and overseas."

Analyse a typical issue, and one formula for successful house magazine editing is revealed. Take the summer, 1952, number, for instance. First, the format is pleasant, the appearance attractive. Page size is quarto, fine art paper is used throughout, and printing is by letterpress.

Like all other issues, summer, 1952, is liberally illustrated and covers a wide variety of subjects, from native dancing to sporting events. Overprints of light orange shading on the front cover and on several inside pages enhance the appearance, and this issue's bulk (it is over forty pages in length) gives it the solid feel that is usually associated with a first-class "commercial" magazine. It is easily obtainable by all employees and retails at the very reasonable price of threepence.

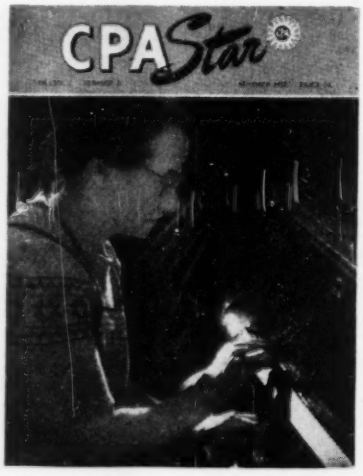
The inside of the front cover gives an index to the contents, an explanation of the cover photograph and the names of the chief reporters of the organ. These latter are voluntary workers and any person employed by the firm may submit contributions to them. Editing is carried out jointly by two members of the publicity department.

The first article, bearing at its head an action photograph of the dancing troupe it describes, is entitled "Tropical Rhythm" and deals with the story of Boscoe Holder and his troupe of Caribbean Dancers. It portrays in easy flowing language the activities of this most unusual group of young dancers and describes a visit which Mr. Holder made to an exhibition of dress material and shirting fabrics which had been printed by the C.P.A. Mr. Holder was delighted with the design of these fabrics and said so in no uncertain terms.

The article is *not* propaganda. It is simply a description of the use to which some of the material with which this firm deals is being put, and no attempt to boost the prestige of the firm is made. Nevertheless, the employees who have had a hand in the production of these particular fabrics will, on reading this article, most certainly find reason to feel proud of their achievements.

The next four pages are taken up with the story of one of the mills of the district. Although four pages may seem rather long for this type of article it should be pointed out that a total of about two pages is given over to photographs. The standard of photography is very high and the writing continues the easy-to-read style set by the first article.

The next fourteen pages contain news from all the various branches of the C.P.A. Here again the scope of the writing is most extensive and touches on all manner of news, from the report of an interesting fossil discovered in one of the works to a beauty competition for the over 60's. Wherever it is thought that a photograph could possibly increase the interest of readers in a particular item, a photograph is used.



A good cover picture, and it epitomises the work done by C.P.A. employees.

In addition, there are a number of photographs which have no bearing on the news themselves, but which are certain to hold employees' attention for the simple reason that they are of people and scenes with which readers are familiar. There is, for instance, on page 17 a photograph of one of the employees who was at that date shortly due to report for his "Z" training and, as this is a topic of more than passing interest to most ex-Servicemen, use of such a picture is amply justified. On page 20 is a photograph of the very charming lady (she works in one of the C.P.A. mills) who was the winner of the over 60's competition.

The two centre pages are taken up with an account, liberally illustrated and partly overprinted with orange tint, of a recent pantomime given by employees. One of the photographs shows not only the members of the cast, but the backroom boys who are only too often disregarded in reports such as these.

The next three pages are almost devoid of illustration. They give a plain, straightforward sports report which covers the whole of the sporting activities of the firm in all its many places of work.

The next three articles deal respectively with the replacement of horses by motor transport in the firm and with holidays taken by members of the staff.

Then come three pages of news—in little intimate snippets—about people, followed by news from overseas.

A readers' forum is the next item and then a profile of a well-known character employed at one of the print works. A fashion article with many photographs of living models wearing the latest dresses and outfits, and a description of the Rossendale Printing Exhibition bring to an end what can only be described as a model staff magazine.

FACTORY SANITATION—I

Well Equipped, Well Managed Lavatories Pay a Dividend

By LAURENCE DOPSON

Good sanitation is of basic importance in industrial welfare. Much can be done, even in old buildings, to provide employees with healthy, comfortable washing and sanitary accommodation which will have a beneficial effect on efficiency in the works. A further article will deal with cloakrooms and their equipment.

LIKE everything else in a factory, lavatories and washing facilities can be efficient, or they can be the reverse. If properly laid out and maintained, they are a stimulant to morale. If they are dirty and ill-kept, they encourage a similar attitude in the workers frequenting them.

Lavatory accommodation should be conveniently situated, not far from the working place. An intervening ventilated space should separate it from any workroom. The walls generally and the floors of the closets and in front of the urinals are best covered with glazed tiles, which should be provided wherever there is risk of splashing. Indeed, they look well covering all the walls and they are easy to keep clean with a minimum of effort. If they are provided as a dado, the dado should be fairly high, to discourage any budding artists.

The closets ought to be *closets*—every worker is entitled to the privacy which sometimes he does not get in the older installations. Adequate ventilation is, of course, essential. So is quick and efficient flushing. Where water closets are in constant use at certain periods of the day, there is a danger, if they are fitted with individual cisterns, that some of the pans may be left unflushed, because there has not been time for the cisterns to refill after the previous flushing.

This difficulty can be overcome by employing a flushing trough to serve the whole bank of closets. The large content of the water in the trough allows the closets to be flushed repeatedly with very little interval between each flush. Generally only one ball-cock is necessary for the trough, and so the cost of the initial plumbing is less and maintenance costs are reduced.

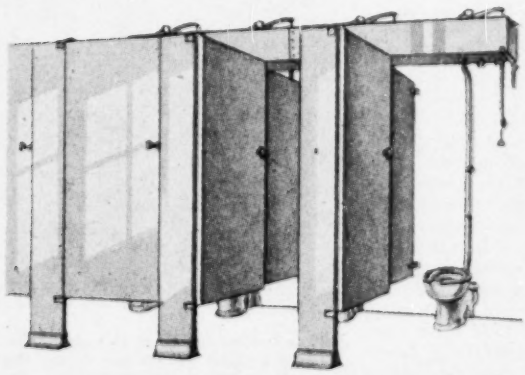
Some day, perhaps, it will be possible to persuade manufacturers to provide, and workers to use, lavatory flush systems which are operated by the foot. This would prevent any possibility of contamination from soiled fingers.

Some care should be taken in selecting the design of pan. It does seem that certain lavatory pans are intended only for very small men. Both from the point of view of comfort for the individual and to obviate any soiling, a pan should be of adequate size. Closets with hardboard insets on each side, instead of the usual seats, are frequently specified for factories and other large communities.

Lavatory paper ought always to be provided—and it should be proper lavatory paper. Old newspapers or torn-up trade catalogues, even if neatly cut to shape, are not only unsatisfactory but give a messy appearance. There is something to be said for sheets instead of rolls, but the abuse of toilet rolls is bound up with the general level of morale. At the same time it is necessary to recognise that paper provided will be used up, and therefore someone should have the job of taking round replacements at regular and sufficient intervals. Such visits will also ensure that lavatories are inspected frequently and any defects reported. Pans should also be cleaned frequently.

When separate urinal accommodation is provided, which will be the case in all but the smallest factories, one water closet should be provided for one to 15 employees, two for 16-35, three for 36-65, four for 66-100 and one for every 40 thereafter. (These and other figures in this paragraph are taken from the excellent brochure issued by the British Sanitary Fireclay Association.) Urinals ought to be provided on the basis of one urinal for 7-20 men, two for 21-45, three for 46-70, and four for 71-100. For women the minimum standard advised for water closets is one for 1-12, two for 13-25, three for 26-40, four for 41-57, five for 58-77, six for 78-100, and one for every 25 thereafter. The number of fittings should be calculated in relation to the number of employees working on each floor, in the case of multiple storey buildings, or in each part of the factory served by a lavatory unit.

Urinals may either be of the stall-



A water trough like this over a bank of closets allows each pan to be flushed repeatedly at very short intervals for refilling.

(Shanks and Co. Ltd. picture.)

type, with individual compartments, or of the slab type, which are without partitions. The slab-type is better where a large number of men have to be accommodated at one time. Basin urinals are not to be recommended for factories. Sometimes the stand of the urinal is in a composition material, but this is not satisfactory, owing to splashing; it is essential to have an easily-washable and non-staining material, and, as has been stated, by far the most satisfactory is glazed tiling.

Unfortunately there is nothing which can stop stub ends of cigarettes being dropped into urinals; again it is a question partly of morale and partly of seeing that the installations are kept clean.

Where there are women workers, provision must be made for the supply and destruction of sanitary towels. A slot machine should be provided for supplies. The preferable arrangement for towel disposal is the electric or gas incinerator. Otherwise there must be a receptacle which can be emptied into an incinerator elsewhere.

Washing Facilities

Washing facilities should be provided adjacent to and preferably in the same room as the lavatories. In food factories it is, of course, absolutely essential from the customer's point of view (not to mention the factory's legal responsibility) that employees should wash their hands after going to the lavatory, and it is a necessity of common hygiene.

For large numbers of persons washing at the same time, washing troughs or ablution fountains of the island type are preferable to individual wash basins. If the latter are provided it should be to a standard of at least one basin to every fifteen employees. There ought to be ledges by each washing place for the convenience of those who wear spectacles; perhaps because they have good sight themselves, architects seem to forget those of us who have to wear glasses all the time, but want somewhere to put them down when we wash.

Liquid soap is the only satisfactory type, at any rate where there are large numbers of persons, for it does not "walk" like a cake and cannot be dropped down plug holes, but care should be taken to obtain a good quality soap. In this country the liquid soap is generally provided in plastic, metal or glass dispensers (which should be kept filled), but in the United States a gravity feed system for liquid soap has become very popular. Here the dispensers are automatically filled from a central tank.

The question of what means should be provided for drying after washing is a difficult one. On the answer to it, opinions differ. Very satisfactory hot-air drying machines are available. Paper towels need to be of high absorbent quality if they are to be really pleasant to use. For soiled paper towels, there should be provided a container with a wide mouth, so that towels dropped carelessly in are received and do not litter the floor round about. Containers should be frequently emptied.

The Home Office recommend that towelling should be provided at the rate of at least 15 sq. ft. for every three persons per day. A roller towel is really a necessity no matter what other method is also adopted, because the supply of paper towels, for example, may run out. Perhaps the most satisfactory type is the roller towel which lets down a short length at a time, the used portion being automatically rewound inside the container.

Some managements prefer the issue of individual towels to each employee. There is always something to be said both for having a towel of one's own and for giving the employee something for which he is individually responsible, but if separate towels are provided the problem of where the employee is to keep them has to be realistically faced. He must be able to hang them—having the towel screwed up in the bottom of a locker is not good enough. There must also be somewhere by the washbasin where he can place his towel while he washes. Even if individual towels are provided, there ought, as stated, to be a roller towel as well, because somebody, sometime, will forget to bring his towel or there may be a visitor who wants to wash his hands.

Whether individual or roller towels are provided, it must be recognised that they quickly get used, and adequate replacement must be arranged. A towel which makes your hand wetter when you have handled it is neither a morale raiser nor hygienic. In some efficient factories the towels are replaced three times a day after each break in which they have been used by a large number of workpeople. The laundering of towels can be contracted out to commercial laundries, or many factories find it convenient to have their own laundry.

Certain "dirty" industries are required by law to provide baths. The question of the type of bath was discussed in full in this journal in November, 1952. In summary it may be repeated here that showers are the most economical form of bath, that adequate privacy should be provided, and that for women a shoulder-high shower is the best.

All workers ought to have hot water to wash in. Since nearly all factories have steam pipes, a useful way to obtain this hot water is by the use of steam and water mixers. These are thermostatically controlled and there is no risk of scalding, even should the cold water supply be interrupted for some reason. The use of steam for supplying hot water is more economical than the provision of hot water direct—the steam method needs less plumbing. There may also be an appreciable fuel saving because, apart from the fact that the steam is required for the industrial process anyway, heat may be lost from the hot water tank and hot water pipes if these are not well lagged.

Apart from the British Sanitary Fireclay Association's booklet referred to, there are several other publications giving useful information. The Industrial Welfare Society issued *Works Lavatories;* the subject is also dealt with in a Ministry of Labour pamphlet, and there is a British Standard Specification.

The hot air dryers in this washroom have a fixed nozzle for drying the hands, and an adjustable one for the face (extreme right).

The "Free Group" Experiment Begins to Show Results

By A Special Correspondent

This article tells how employees in a smallish Birmingham company have acquired "a fuller grasp of production problems and a more concentrated determination to increase and certainly maintain output." It is the story—unfinished as yet—of an experiment in human relations designed to make democracy in industry a live and rewarding *modus vivendi*.

UNOBTRUSIVELY, about three years ago there began at a small Birmingham factory, Best and Lloyd Ltd., an experiment in industrial relations that seems to show great promise. Interested eyes have been turned upon it not only by other managements in this country alert to new, intelligent personnel methods, but also by visitors from America. One of the latter, an experienced industrialist, said that the experiment was the most interesting new method of works relations he had seen during his stay in Britain.

The basic conception of the method of "free expression" which Best and Lloyd Ltd., under the managing director, Mr. R. D. Best, are developing, stems from the acceptance that joint consultation is imperative. But the company amplify this industrial philosophy by asserting that every individual in the firm should have the chance to meet as a member of a small group during working hours, and thus have the opportunity fully to express himself with the object of controlling his working environment and assisting in the direction of the business he shares with the group.

The fundamental difference between this "free expression" method and normal joint production technique is that there is a complete absence of management manipulation. There is, in other words, none of that subtle, if enlightened, direction that is inevitable when a committee chairman is a high management executive and when management representatives in a committee outweigh, in their more educated powers of dialectic and selection, a nominally equal number of workers' representatives.

The "free expression" method at once holds great opportunity and many difficulties. Mr. Best believes that really useful results cannot be anticipated until the experiment has run a full five-year term.

What are the advantages claimed for the method?

1. That each individual can genuinely function as a personal unit in a working community.

2. That the method tends to break into factual terms the generalised modern concept of the "human factor" in industry. It treats every operative as an *equal*, responsible member of the company.

3. That it recognises the rights of the individual and fosters in him a new attitude of responsibility in his work.

Profit Sharing

Profit-sharing is obviously a *sine qua non* of the method. If each worker is to develop both his own self esteem and the stability and success of his enterprise (the business he shares with the group), he must obviously reap such financial rewards as he earns and the barometer of his financial success will mark the graph of his intelligent participation in a commercial undertaking.

The "free expression" method, alternatively labelled the "small free group" technique, will probably in its initial stages do best in the small company of 300-500 employees. Experiment has shown that the best size for the functional group is about twelve members. Each group meets—if it so wants; there is no element of compulsion—once a month, and no manager attends unless invited.

Similarly no member of management attempts to coerce an employee into attending a group if he elects not to. There remain many operatives who do not wish to take part in the experiment.

A chairman and a secretary are appointed by the groups and minutes of committees are kept. Executives of management rank may submit items for the agenda. Suggestions flow back from the groups to management and many have been of high production value. Groups include those for office staff and for foremen. Topics brought up by groups, especially those incorporating suggestions or indicating strong employee opinion, are regularly considered as part of the agenda at the monthly top executive meeting. Each of the small "free groups" is directly represented on this top executive group. The firm believes that a truly vital two-way system is thus established.

Benefits Already

There is clear evidence already to believe that as a result of the method, there is among all employees a fuller grasp of production problems and a more concentrated determination to increase and certainly maintain output. At the annual distribution in 1952 of the year's profits, many workers had a substantial increment to their normal weekly wage, a "profit" graded according to their length of service but producing *some* monetary gain for everybody.

Democracy in industry has had much lip-service. When every worker in the factory floor and at office desk genuinely has the opportunity to speak for himself, the democratic idea shows signs of being translated into reality. The Birmingham experiment is striking in that it eradicates all concept of worker *representation* and offers to personnel the right to personal growth, scope and contribution.

Give Them the Right Information

INFORMATION of the wrong kind or information given without preparing the ground, may be positively harmful, according to a report of the Acton Society Trust on an inquiry among coal miners. Some of the conclusions reached may well be instructive for large industrial undertakings as well as for other nationalised industries.

It was found that the real problem was not what the miner did not know, but the great range of misconceptions and prejudices into which he fitted any new piece of information which came his way. While many of the men were ignorant and apathetic about their industry, misconceptions and suspicions were no less apparent among the best informed men, a circumstance which the report attributes to underlying attitudes originated in the days before nationalisation. These underlying prejudices were shown in answers to the question, "Would you let your son enter the pit?," to which more than half replied "No." It shows how such prejudices can be perpetuated in a generation which has no personal experience of the conditions which created them.

The report goes on to show that present methods of communication in the industry have only a limited impact. Joint consultation is doomed to be ineffective while workers' representatives have no idea of the functions of administrators and technicians, while financial accounts of individual collieries are kept secret, and while colliery managers themselves are ill-informed because they receive inadequate explanations from superiors. The report emphasises the need for relevant information to dispel suspicion and misconceptions and to give members of joint committees all the facts they need for useful discussion.

Psychological Legacy

"The Worker's Point of View," as this enquiry report is called, raises more questions than it answers but, as a reviewer in *The Times Review of Industry* states, it is important in two ways. First, it draws attention to the misapplication of information and the need for preparing this more effectively. Secondly, it reveals the influence of the psychological legacy of bad management, poor working conditions and recurrent slumps.

The Foreman Explains

WHEN an operative wants to know something about the company he usually asks his foreman. That, at any rate, is the experience of Seiberling Rubber Company, Ohio, so they see that their foremen know the answers. Regular foremen's meetings are held, and special meetings are called to deal with special problems.

One such meeting is held each year before the company's annual report is released. A simplified version of the report is published in the employees' newspaper, an advance copy of which is given to all foremen so that it can be discussed at the meeting. Briefing foremen in this way has two beneficial results: it increases each foreman's knowledge of the company's operations; and gains the foreman the respect of his men by enabling him to give the right answers to their questions.

(Condensed from *Supervision*, 9/52.)

Train Them All

TRAIN first and select afterwards. That is the basis of Cities Service Refining Corporation's basic management and training programme. Instead of selecting likely indviduals for training as supervisors they decided to train *all* their staff and then select the best for promotion. A wasteful method? This company does not think so, for it has found some outstanding men who would otherwise have been missed, and revealed weaknesses in promising material.

There have been other benefits too. Older employees stated that they learned more about the company in two or three weeks of the course than they had in twenty or thirty years' service. Employees generally gained a new appreciation of the difficulties met by supervisors in doing their job. Some employees decided that they had no wish for promotion after learning about the complexities of the supervisor's work, but they wanted to be supervised by men who had taken the course and would practice its teachings. Shop stewards had been specially keen and insisted that all union stewards take the course.

He is a Manager

The supervisor must have, in addition to technical ability, a knowledge of company rules, policies, procedures and union agreements. He must have an understanding of human relations, communications, management principles, labour legislation and economic purposes of the company. He must be able to translate this academic knowledge into action, and maintain a balance between his responsibility to the company and to the men he supervises. He is not a management understudy, but a practitioner. Many firms devote considerable time and care to the training of craft apprentices; this company believe that even more care should be devoted to training the men who supervise them. (Condensed from *Factory Management and Maintenance*, 11/52.)

Big Ed Prentiss — Lathe-hand
KEEP ALL BELTS TIGHT
DON'T WEAR LOOSE CLOTHING
DON'T TAKE HOLD OF TURNINGS
TOO LOOSE
TOO TIGHT
ADJUST CENTRES CORRECTLY
ALWAYS REMOVE THE CHUCK KEY
KEEP TOOL TIP LEVEL WITH CENTRE
DON'T LET THE TOOL OVERHANG
DON'T TOUCH REVOLVING WORK

One way of putting over the safety message. This cartoon poster was designed for the Rolls-Royce Apprentice Training School, Derby. Credit for the theme goes to the principal of the school. The idea was translated into picture form by one of the firm's artists.

Ideas & News from House Magazines

Score—Half a Century

With their November issue the Bournville Works Magazine celebrated their fiftieth year of publication. The monthly sequence has been broken only three times: in June, 1919, with a special issue to commemorate the visit of King George V and Queen Mary; in February, 1920, to allow for publication of the 1914-18 War Record; and in March, 1947, when two issues came out in one cover because of the effect of the fuel shortage on the printers. In the first issue the editor left one-and-a-half blank pages; to-day's editor finds it difficult to squeeze all his news into thirty-two pages! **(Bournville Works Magazine.)**

50 Guinea Prize

Employees of A.P.V. Co. Ltd. are invited to compete for a prize of fifty guineas for suggestions for extending the existing range of manufactures and for more effective and novel ways of interesting buyers in the firm's products. **(The Bulletin.)**

Good Relations

Writing on industrial relations in a period of trade recession, the technical director of Clayton Aniline Co. Ltd., states that for many years the firm have been doing their best to foster a spirit of understanding between management and all ranks of employees by instituting and improving the organisation for joint consultation, by improving working conditions, and by encouraging friendly participation in recreation. That these activities had been worth while was amply demonstrated in the recent slump, and relations were never on a firmer basis than today in spite of difficult conditions. **(C.A.C. Quarterly.)**

Poster Competition

Esso employees are asked to submit designs for safety posters which can be used to make all workers in the company more "safety conscious." Awards will be given for all designs or ideas adopted. **(Esso Employee News.)**

Long Service Club

To celebrate the silver jubilee of Rolls Razor Ltd., a "25 Club" has been formed for those employees with a quarter-of-a-century's service with the firm. Membership includes the chairman and managing director, A. C. Kingham. Aggregate service of club members is 950 years. **(Roll Call.)**

Nice Work

For the tenth year running, employees of J. and P. Coats Ltd., helped to bring in the harvest. The Department of Agriculture for Scotland put a hostel at their disposal from August to October and 254 volunteers attended the camp. Dances and sing-songs in the evenings helped campers to forget aching muscles, and the final concert produced a donation of ten guineas for an Edinburgh home for the war blinded. **(The News Reel).**

Help for the Press

Realising the difficulties of local journalists in understanding the complexities of steel production, the management of Steel, Peech and Tozer arranged a one-day visit to their works for a press party. The group were shown round the various departments and given talks by some of the company's staff. The company also offered an award for the best 1,000 word article written about the visit. This was won by Derek Lambert of the *Sheffield Telegraph*. **(The Phoenix Gazette.)**

Works Canteen—1882

Records, aided by the memory of one of their oldest employees, show that workers at James Templeton and Co. Ltd., were enjoying canteen facilities as long ago as 1882. A canteen menu card for 1900 draws attention to the fact that breakfasts, dinners and teas were provided at the following charges.—GIRLS—*Breakfast:* Porridge and milk, roll and butter, and cup of tea 2d. *Dinner:* Soup 1d., meat and potatoes 2d., pudding 1d. MEN—*Breakfast:* Porridge and milk, roll and butter, egg, and a cup of tea 4d. *Dinner:* Soup 1d., meat and potatoes 5d., pudding 1½d. **(The Templetonian.)**

"Young Men's Visions"

An offer of £20 a year for the next seven years, to be used for essay prizes for sixth-form students, was made by Sir Harold West, on behalf of Newton Chambers and Co. Ltd., when he presented prizes at Ecclesfield Grammar School. The essays are to be on the subject of "What I see from here," and Sir Harold appealed to students to look around and think more deeply about what they saw; we needed "the young men's visions." **(Thorncliffe News.)**

Junior Designers

A junior design competition has been organised by Vauxhall Motors to give an opportunity to some of their young men to display their talents. The competition is designed on a partnership basis; one man is responsible for the component design and the other for the manufacturing methods. First prize is £100 (£50 to each partner); other prizes will be given in relation to the number and standard of the entries.

The competition is open to weekly-paid technical staff, hourly-paid apprentices, student apprentices and fourth and fifth year apprentices. Four months are given for completion of the work, which must be done outside factory hours. The drawing office in the company's educational centre may be used by competitors. **(Vauxhall Mirror.)**

AN EDITORIAL TEAM AT WORK

A "Bournville Works Magazine" editorial team checking galley proofs against copy during the preparation of their jubilee number (see "Score—Half a Century" above).

1. The Iron and Steel Industry

Area Courses Solve Smaller Firms' Training Problem

By A. G. THOMSON

Here is a way in which some small and medium-sized firms have solved the problem of giving their foremen a complete training course. Over eighty member-companies of the British Iron and Steel Federation have sent foremen on the residential courses run by the B.I.S.F. area training committees. These courses supplement company training by teaching essential background subjects common to all companies.

MANY smaller firms consider that foremanship training is beyond their capacity. Yet training can give the foreman an enhanced value, both to himself and to his employers, by equipping him with a better knowledge of his company, his work and those under his charge. This is how the British Iron and Steel Federation have set about helping their members to provide training in foremanship. (Of the 500-odd member firms of the federation, some 350 employ fewer than 500 people and about 160 fewer than 100.)

A training committee was set up in January, 1948. Under its auspices a conference on education and training in the steel industry is held every year at Ashorne Hill. At the second of these conferences, in October, 1949, it became evident that there was a demand for some form of area organisation which would enable companies to tackle in co-operation problems which, if dealt with by individual companies, would be too great, particularly for the smaller firms. This need has been met by the establishment of area training committees, each served by a full-time area training officer. At present there are eight area committees, each of which has set up an organisation suitable to its own particular needs.

The training committee ensures an interchange of ideas and information between committees, represents the views of the industry on training matters to the appropriate authorities and gives practical assistance in such directions as the appointment of area training officers to serve the committee in the larger areas, the provision of teaching aids, or the organisation of courses.

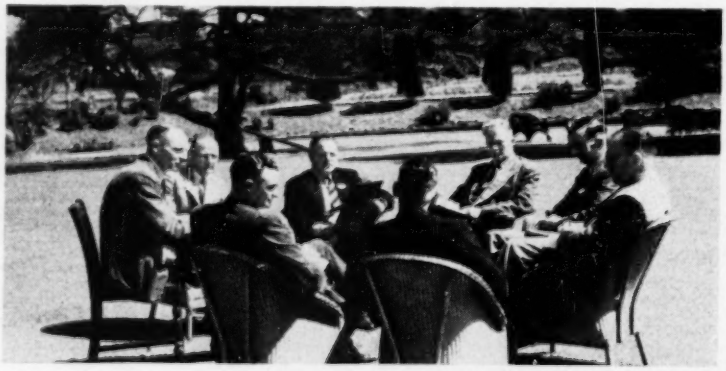
In considering the best methods of foreman-training, it is essential that there should be a very clear picture of the qualities which are desirable in a good foreman. At the industry's third training conference, Lieut.-Gen. Sir Ronald M. Weeks, chairman of English Steel Corporation, suggested that these qualities should certainly include the capacity to lead rather than to drive, a full technical aptitude and competence, a capacity to explain, a sense of justice, a rightful sense of the dignity and responsibility of the position, an equable temperament, and finally the ability to learn by experience and to apply the knowledge so acquired.

Four area committees are running residential courses, which were attended in 1952 by 600 foremen from a number of member companies. A typical course is that of the West Riding and North Derbyshire area.

On this course, talks were given by high-level speakers on industrial organisation, the foreman's part in management, the rôle of the trade unions, industry and the law, costing, communications, etc. It was regarded as essential that the men should participate actively in the courses, and this was ensured by the formation of discussion groups, the use of sound films, and talks by the foremen themselves.

A valuable feature of the residential courses is that they give those who attend an opportunity of exchanging views with foremen from other branches of their own industry, so that each man gains a better understanding of the problems of his opposite numbers.

While the residential courses can go far towards solving the problem of foremanship training for small firms, they require to be supplemented by training within the works, since only the companies



Manchester idyll. Steelworks foremen on a Lancashire area residential course learn about industrial organisation—the pleasant way.

concerned can deal with matters relating to their own processes, technical developments, products and sales policy.

Several small companies have started foremen's associations or meetings, and the training committee consider that developments of this nature are of the highest value. One firm in Lancashire, employing only 350 men, approached the problem through the supervisory grades. The scheme began with a foreman's association to which all foremen and chargehands belonged. The men had their own room, arranged their own lectures and discussions, held social evenings and visited other factories. With the encouragement of their firm ten of them have begun to study for the diploma of the Institute of Industrial Administration.

To a large extent the demand for training must come from the foremen themselves, and one of the most satisfactory features of the experimental courses has been the enthusiasm with which they were received. It has been evident from the first that the men appreciated the value of training and were anxious both to increase their general knowledge and to acquire

(*Continued on page 351.*)

NEW READER SERVICE NEXT MONTH

THE supervisor is management's vital link with rank-and-file employees. Senior executives cannot implement company policy successfully without his wholehearted support. Yet his position can be invidious. He often feels that he does not enjoy the full confidence of the management on the one side, and of those in his charge on the other.

It is in management's interest to appreciate his point of view, to understand his peculiar problems. Therefore this journal is starting, next month, a series of articles devoted to this subject.

Written by an expert of wide experience in this field, the articles will deal with

MANAGEMENT THROUGH THE SUPERVISOR'S EYES

Month by month actual supervisory problems will be posed, and suggestions made as to their solution.

In this way we hope to help top management better to appreciate the supervisor's difficulties, and in turn to give supervisors a clearing house of ideas.

This "Home-Made" Tool Protects Press Operators

By W. M. HALLIDAY

There are risks in moving pressings from one die to another. The author, who was for many years on the safety and welfare council of J. Parkinson and Sons, Shipley, eliminated those risks by providing his operators with the gripping tool described and illustrated overleaf.

HERE is a handling tool which reduces accident risks and promotes confidence in the working of presses. It can be simply and inexpensively made on the premises, and was designed by the writer to enable press operators to keep their hands away from the punch and press-ram, when hollow open-ended vessels, shells, etc., are being formed by multi-stage deep drawing dies, and have to be extracted from one die and transferred to a second by hand.

Shape or size may prevent such parts from being automatically ejected, or mechanically fed to the succeeding dies. In doing these jobs manually, the operator will have to put his hands directly underneath the press and press-ram. If the latter should be accidentally tripped into its down-stroke, the man will be seriously injured.

These risks are well known, of course, and can to some extent be diminished by the provision of fully automatic interlocking tripping devices which control the movements of the press-ram. These devices may fail, however, because of some mechanical defect or unnoticed maladjustment. Screen guards may also be employed to prevent the worker from placing his hands in the danger zone, but they are really only effective when the press machine is in operation. When a pressing is being removed, such screens will have to be withdrawn to afford access.

So the tool was thought up, and the diagram (page 348) shows it gripping the side wall of a deep-drawn open-ended shell component.

In the diagram, *A* is the shell and the parts of the tool are as follows:

B is a case-hardened mild steel block formed from a piece of rectangular stock. At its left-hand side this member has the step *C*, the base of which is inclined backwards at approximately 10°. Maximum depth of this step should be about twice the wall thickness of the shell component, so that the upper horizontal side will pass well over the top of such wall.

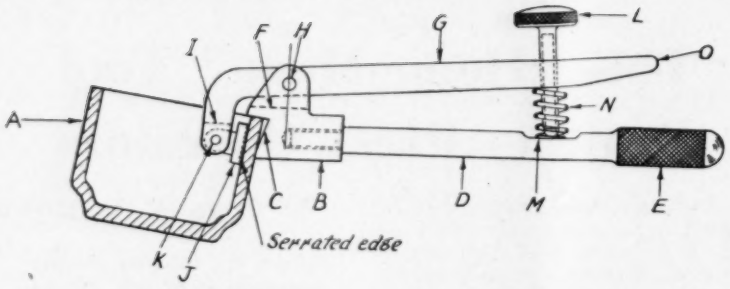
At its right-hand end the block is drilled and tapped to receive the mild steel round rod *D* which serves as the handle of the tool.

The extreme right-hand end *E*, of this handle, is of suitably larger diameter and knurled for a good grip. Alternatively, a wooden handle may be used.

The upper portion of the block *B* above the step is slotted centrally for a certain depth as at *F*. Fitted easily within this slot is a mild steel bar *G*, of rectangular cross-sectional shape. The two members are fulcrumed together by means of pin *H* which is tightly driven into the cross-drilled hole through the side walls of the slot. The bar should be free to swivel a certain degree.

The bar *G* is bent at approximately right angles at its left-hand end to provide the short limb as depicted. The end of this limb is slotted centrally as at *I*. A hardened steel gripping pad *J* has a narrow tail portion which is a free fit within the slot. The pad swivels a certain amount upon the pin *K* affixed in the bar. The projecting portion of the pad at the right-hand side of the bar may be either square or circular in outline. The endface of this part should be lightly serrated for most effective contact with the inside surface of the component wall.

A knurled-headed locking screw *L* is threaded through the bar *G* near its right-hand end, and is arranged to bear upon a shallow flat *M* filed across the adjacent side of rod *D*. A light compression spring *N* encircles the shank of this screw interposed between the rod and bar



The gripping tool with a deep-drawn, open-ended component in its jaws.

members. The purpose of this spring is to urge the two members apart. The extreme right-hand end of bar *G* is tapered down to form the finger gripping portion *O*.

Operation of this safety handling tool is simple and rapid. To engage pad *J* and step *C* at each side of the component wall, it will only be necessary to slacken screw *L* a few turns. This will permit the operator to depress bar *G* by pressing upon *O*. With the pad *J* thus withdrawn a sufficient distance from the step *C*, the tool may be passed over the wall of the pressing. Immediately finger pressure is removed from end *O*, spring *N* will urge the bar away from rod *D* thus causing the pad *J* to come smartly into engagement with the inside wall of the component, which will then be gripped, according to the pressure of the spring.

Spring pressure may be found adequate for the safe handling of small light articles, but not for larger and heavier ones. Extra pressure is obtained merely by tightening screw *L*. One or two turns of this will move bar *G* away from rod *D* so that a very powerful grip is obtained on the workpiece. (By locating the screw some way from the centre fulcrum pin *H* a large amount of leverage is obtained.)

The handle rod *D* and bar *G* may be made any convenient length so as to bring the operator's hand always well clear of the press ram and punch.

The tool is well balanced and of relatively light weight, and can thus be easily manipulated by women operators. The adjustment provided and the magnitude of gripping pressure enable damage to slender walls of pressings to be easily avoided.

To cater for circular hollow shell components, it would be helpful to make the step *C* in shallow vee-form, and thus obtain a two-point contact with the curved side of the workpiece. Similarly, pad *J* could be curved slightly on the front serrated side to conform better to the internal wall curvature.

This tool is readily applicable to components of widely differing wall thicknesses, since bar *G* and pad *J* can be quickly set to suit, within the limits of the slot depth *F* and the length of bend on the left-hand limb portion of the bar.

A positive grip is obtainable, and since this is situated very near the top of the pressing, the latter can be most easily located and set in place in the nest of the second die, and so on.

Several of these little safety tools were provided, in various sizes and capacities, for the use of female press operators engaged on deep drawing work. They greatly simplified handling operations, and proved very satisfactory as a means of reducing the number of accidents. These results were such as to lead to other applications of the same type of tool.

For example, a larger size gripping tool of identical design was introduced for the use of operators in the pressure die-casting foundry. Frequent burns and wounds to hands and face had been suffered as a result of the accidental splashing of molten alloys. This was particularly prone to occur during the feeding of the die-casting machines, when new cold ingots of alloy had to be inserted into the metal pot of the machine. The latter would normally contain anything up to 50 lb. of *molten alloy*, but had to be regularly topped up with a supply of new metal during a production run.

Placing such new ingots into the metal pot was particularly hazardous since each piece weighed several pounds and, if dropped from too great a height, splashed some of the molten contents.

By providing a gripping tool with a longer handle rod *D* and a jaw-opening capable of straddling a standard ingot slab, the whole operation was considerably simplified and safeguarded, and there was a very marked decline in personal injuries due to splashing metal.

Official Recognition for Industrial C.D.

On December 18, 1952, industry's defence forces won a new status—and a badge.

OFFICIAL recognition has at last been conferred on industrial civil defence units and their volunteer members. Answering a question in the House of Commons on December 18, 1952, the Home Secretary, Sir David Maxwell Fyfe, said that civil defence units which were formed in compliance with the principles set out in *Civil Defence Industrial Bulletin No.* 1 would constitute the Industrial Civil Defence Service. These units would not be part of the Civil Defence Corps, but would be trained on similar lines and would operate in close association with it.

He was, he stated, arranging for a badge to be designed incorporating the letters ICDS. When it was ready, any undertaking which complied with the conditions set out in the *Bulletin* could apply to either himself or the Secretary of State for Scotland for a certificate authorising the issue of these badges to the members of its civil defence unit.

The suggested uniform for industrial civil defence personnel was the standard battledress tunic, trousers (or skirt) and beret, with the Service badge and the name of the undertaking. [Cost of these will probably be allowable as a deduction from profits for tax purposes.—ED.]

ICDS units would follow the advice on training and organisation given by the Home Departments, and would be prepared "to give all reasonable and practical co-operation to the Home Departments and to the Civil Defence Corps Authority" in their area.

Sir David said detailed arrangements would appear in due course as an *Industrial Bulletin*. The ICDS would need only a fraction of the total working in industry and commerce, and he hoped those not needed for industrial units would be encouraged by their employers to join the Corps or an allied service.

POINTS FROM PRODUCTIVITY REPORTS

Black Marks for Cotton

OUTSPOKEN criticism of the British cotton industry by members of the first American team to visit this country, aroused equally outspoken replies from both employers and union representatives of the industry.

The American team came to see what progress had been made as a result of the recommendations of the three Anglo-American Productivity Teams which had visited the United States, and to give "on-the-spot" advice for increasing efficiency. The American visitors stated in their Report that complacency, reluctance to depart from things of the past, and lack of incentives were the greatest barriers to productivity and the greatest dangers to the survival of the British cotton industry. They accused managements of many British mills of being too apathetic to establish conditions necessary for labour to work at high productivity, and stated that both management and labour were dominated by an inertia which prevented them from seeing the future clearly. They also found, however, that Lancashire lacked no technical information which would increase productivity, although they blamed waste of labour and obsolete machinery and methods for the fact that it takes twice the number of operative hours to spin a given amount of yarn in Britain as it does in America.

British Reply

British employers point out that the American and British industries are not comparable, and condemn the Report's sweeping generalisations. In fact, about 60 per cent of British mills had carried out major re-equipment schemes at a cost of some £60 million, and many Lancashire mills had machinery as good as anything in the United States. The Lancashire loom was still the most economical for diversified production, and they could produce cheaply enough for Americans to maintain tariffs against British cotton goods.

Four Anglo-American Productivity Teams have published their Reports. The *Plant Maintenance* team found little evidence that incentive bonus schemes were either common or popular in the United States, or that such methods of payment for maintenance work would be desirable in Britain. They found that the responsibilities of individual workers were more clearly defined and supervisors better informed than in British industry.

The Zinc and Aluminium Die-casting team were also impressed by the fact that American foremen enjoyed a better status and higher pay than their British counterparts. Being members of the executive staff they were often promoted to higher posts.

The Woodworking Machinery team found the British industry compared favourably in productivity, quality and design with the American. The American worker did not work harder than the British, and in many cases his efforts were less. Few American firms ran incentive bonus schemes.

The Heavy Chemicals team also thought British workers worked harder than the Americans, and the most modern of our factories were fully as efficient as theirs. One outstanding difference was that the Americans have an average of one technically-qualified man to every six hourly-paid workers, while in Britain we have one to every sixteen.

WAGES NEWS

BUILDING WORKERS—About one million building workers have received an increase of 2d. an hour under the national agreement which links a bonus payment with the index of retail prices.

CIVIL SERVANTS—The Civil Service unions have decided to submit individual claims for a wage increase after the rejection of their joint claim by the Treasury. They say that last year's pay increase of 10 per cent should be raised to 17 per cent in view of a further rise of seven points in the index of wage rates.

CIVIL SERVANTS—About 5,500 male cleaners in all Government departments except the Post Office have received a wage increase of 6s. a week. The new rate is £6 7s. in London and £6 1s. to £6 4s. elsewhere.

ENGINEERING WORKERS—About 180,000 clerks and administrative workers in the engineering industry have received wage increases of 7s. 6d. a week to men and 6s. 6d. to women, with proportionate increases for juniors. Similar increases have been awarded to draughtsmen, craftsmen and scientific workers.

MINERS—National Executive of the National Union of Mineworkers has rejected the offer of the National Coal Board for an increase of 1s. per shift for day-wage men. They have decided to drop this claim in favour of concentrating on negotiations for a new wages structure for the industry.

SHOP ASSISTANTS — Wage increases for 85,000 workers employed by 111 retail multiple grocery firms have been agreed by a joint committee representing the employers and the Union of Shop, Distributive and Allied Workers. Recommended increases—6s. a week for branch managers and 4s. 6d. for manageresses. New minimum rates for managers range from £7 2s. to £11 8s. in London and from £6 12s. to £11 1s. outside, and for manageresses from £5 16s. 6d. to £10 2s. 6d. in London and £5 10s. 6d. to £9 18s. 6d. outside. New rates for male shop assistants and other workers at 24, £6 13s. in London and a few shillings less in other areas.

WOOL WORKERS—Wage increase of 6 per cent for 150,000 wool textile workers has been agreed between the Wool Textile Employers' Council and the National Association of Unions in the Textile Trade. This brings the minimum wage for men up to £5 16s. 4d. per week and for women £3 13s. 4d.

Foundry Output Campaign

LACK of ambition among workers was one of the reasons given for an insufficiently high standard of productivity in steel foundries by T. H. Summerson, chairman of the British Steel Founders' Association, at a recent productivity convention. Employees should be educated to an appreciation of the greater degree of comfort and enjoyment they could attain, he said.

The convention agreed that efforts should be made to enlarge the ambitions of individual workers and improve standards of management as part of the industry's campaign to increase productivity. They also condemned all restrictive practices, whether by workers or management, especially rate-cutting by employers and restrictions by unions on schemes for adult apprenticeship and the up-grading of semi-skilled labour.

Surplus Dock Labour

DURING the first month of operation of the new scheme for reducing surplus labour at the ports, about 300 dock workers took advantage of the scheme and sought a temporary transfer to alternative employment. Unemployment among dockers, which reached a peak of about 16,000 last summer, fell to about 8,000 as a result of the Christmas trade rush, but has now again passed the 12,000 mark.

The transfer scheme has been amended for 1953. Dockers may be released to take up other work for periods of not less than three months.

Accidents Reduced

ACCIDENTS in the rubber industry have been reduced by one-third as a result of systematic study, according to a report of the National Joint Industrial Council.

The accident prevention committee set up by the N.J.I.C. collected detailed records of 26,818 accidents from the beginning of 1950 to June, 1951. Of these, 1,565, or nearly 6 per cent, produced injuries causing

more than three days' loss of working time; 1,332 caused lost time beyond the working shift.

One of the most interesting facts to emerge was that most of the accidents were due not to "technical" causes but to failure of the human element. The most dangerous accidents were caused by people falling. About one in five resulted in serious injury. Nearly one accident in seven was caused by falling materials. These two classes accounted for about 40 per cent of the serious injuries as against 16 per cent caused by machinery.

Of 1,000 accidents caused by people falling, 627 occurred at floor level, 119 on stairs, and 107 from a height. Nearly half those at floor level were caused by slippery surfaces; others were caused by irregular floor surfaces and obstructions or untidy floors. Badly worn or unsuitable footwear was given as a contributory factor in some of these accidents.

An analysis of 1,000 minor accidents showed that 434 were caused by sharp edges, 263 by splinters, 179 by rough surfaces and 124 by dust and grit. While minor causes were responsible for nearly one-third of the accidents, only one in eighty led to serious injury.

The report gives detailed suggestions for dealing with various accident risks and for methods of organising factory safety.

Factories Getting Bigger

ACCORDING to a report published in the *Ministry of Labour Gazette* for December, 1952, there has been a general increase in the size of factories. In a survey of 56,638 firms, the number employing more than 5,000 people has risen from sixty, when the last survey was taken in 1949, to seventy-one. The number employing more than 2,000 has risen from 342 to 361.

An analysis of firms with more than ten employees showed that there were 17,441 with fewer than twenty-four employees; 14,730 with fewer than fifty; 42,644 (about 75 per cent) with fewer than 100; and 8,364 (about 15 per cent) with fewer than 250. Altogether, 2,841,000 workers are in factories with fewer than 250 employees; 2,972,000 in factories with between 250 and 2,000; and 1,367,000 in factories with 2,000 or more.

Training at Home

E.M.I. ENGINEERING DEVELOPMENT CO LTD., Wells, Somerset, have started a scheme for training technicians through the use of home study courses. All employees over the age of entry to the normal apprenticeship and part-time day-release schemes have been given the opportunity of undertaking a course of "self-education" under the personal supervision of a qualified tutor. Students also get weekly individual and class tuition during working hours. Courses for professional examinations may extend over three years or more.

News in Brief

H.R.H. the Duke of Edinburgh opened Hatfield Technical College, which is planned to provide between 800 and 900 places for students.

Most shipyard districts, London excluded, have now accepted a five-day week, a change for which they have been struggling since 1946 when the five-day week agreement was adopted by the engineering industry, but was opposed by the shipbuilding employers.

Average weekly wage of workers at the coal face was £12 12s. 7d. in the second quarter of 1952. Average for all underground workers was £11 10s. 3d., surface workers £8 12s. 11d., and for *all* workers £10 17s. 5d. These figures include the value of allowances in kind.

The first full census taken since 1931 of people employed in local government services shows that there are 1,448,291, including those in police forces. This includes 1,296,982 in England and Wales and 797,948 in Scotland.

Bonuses totalling £62,000, and ranging from £10 to £40, were distributed at Christmas to the 2,800 employees of Leys Malleable Castings and Ewart Chainbelt Co. of Derby. The bonus is paid through the firm's profit-sharing scheme which was started in 1919.

The Airspeed division of De Havilland Aircraft Co. Ltd., have purchased the Somerford Theatre, Somerford Way, Christchurch, Hants, for conversion into a technical school for training factory apprentices.

A new accident prevention group, to be known as the London Building and Civil Engineering Contractors' Group, is to be formed to deal with the special safety problems of the building and contracting industries. The annual subscription is 30s., and firms who are already members of other London groups will be entitled to transfer their membership.

The Scottish Association of Industrial Editors has recently been formed to co-ordinate the interests and activities of editors of the growing number of house organs published by firms in Scotland.

First specialist team to visit the United States under the auspices of the British Productivity Council sailed on January 15. The team, which is concerned with industrial engineering, was led by W. F. Garnham, general works manager of Ransomes, Sims and Jefferies Ltd.

Employers in the port of Aberdeen, in co-operation with the local education authority, are starting a day-release scheme for the education of shipyard apprentices.

MANAGERESSES COMPARE NOTES

Two hundred delegates attended the annual conference of manageresses of the London teashops of J. Lyons & Co. Ltd. Some of them are seen here with headquarters staff. They discussed the difficulties of running a teashop, presenting new ideas to their directors, and compared notes with their colleagues.

FIRST SHARE OF THE PROFITS

The area sales manager of the Kalamazoo Ltd., Birmingham, presenting a cheque for the first bonus payment declared by the Kalamazoo Workers' Alliance. This trust, composed entirely of employees, is already the largest shareholder and is gradually acquiring ownership of the firm. Bonus is paid on length of service and degree of responsibility.

Wages Up

AN aggregate increase of £986,000 in the weekly full-time wages of about 2,905,000 workers in November last was recorded in the *Ministry of Labour Gazette* for December, 1952. This is the highest rise since November, 1951.

This increase was mainly due to the fact that rises for engineers, shipbuilders and railwaymen all came into effect in November. Other industries affected were electrical installation, electric cable making, light castings, heating, ventilation and domestic engineering and aerated waters manufacture. These increases raised the index of wage rates from 131 to 133. The index of retail prices went up to 138.

Unemployment Down

THE number of people registered as unemployed on December 8, 1952, was 399,500, a decrease of 6,900 since November 10. This was largely accounted for by the reduction of 6,600 unemployed in the clothing and textile industries.

Total working population rose by 10,000 to 23,404,000; an increase of 20,000 women which was offset by a decrease of 10,000 men. Employment in the basic industries fell by 32,000 mainly owing to a seasonal fall of 25,000 in agriculture. There was a seasonal increase of 34,000 in the distributive trades.

Dates to Note

BIRMINGHAM COLLEGE OF TECHNOLOGY has planned a series of lectures for senior management on "Recent Researches into the Human Factor" for five consecutive weeks commencing Thursday, February 12. The opening session will be addressed by Sir Charles Renold, J.P., on "The Aim of Joint Consultation."

* * *

British Council for Rehabilitation is running a conference on "Speeding Recovery through the closer co-operation of Hospitals and Industry," on Wednesday, February 4, at the Royal College of Nursing, Henrietta Place, Cavendish Square, London, W.1. Speakers include Dame Georgiana Buller, D.B.E., R.R.C., J.P., Sir Charles Bartlett and Dr. A. Austin Eagger.

* * *

Roffey Park Institute is holding a further course on "Human Relations in Retail Distribution" from February 23-27 inclusive, at Roffey Park, Horsham, Sussex.

* * *

Sheffield University is holding an experimental course in management training from March 22-31 inclusive, at Crewe Hall. The director of studies is J. W. L. Adams, warden of Crewe Hall. If this course is successful it will be followed by a two-year course.

New Year Honours

Among recipients of the first New Year's Honours to be conferred by the Queen were:

Lincoln Evans, general secretary, Iron and Steel Trades Confederation. (Knight Bachelor.)

S. C. Parkin, general manager and secretary, National Dock Labour Board. (Knight Bachelor.)

Sir Ernest Gowers (chairman of the Committee of Enquiry on Health, Welfare and Safety in Non-industrial Employment.) (G.C.B.)

Sir Robert Gould, chief industrial commissioner, Ministry of Labour. (K.B.E.)

G. G. Honeyman, chairman, Civil Service Arbitration Tribunal. (C.B.E.)

A. Elson, accident prevention officer, Samuel Fox Co., British United Steel Co's. Ltd. (M.B.E.)

Mrs. Maude M. Griffiths, welfare officer, Birmingham and Midland Motor Omnibus Co. Ltd. (M.B.E.)

J. L. Hamilton, personnel manager, Northern Aluminium Co. Ltd. (M.B.E.)

Personal

C. A. Packer has retired from his post as apprentice trainer to G. J. Weir Ltd., of Cathcart. In more than 30 years' service he has trained over 3,000 apprentices.

S. F. Smith has succeeded Major F. Monk as Dunlop Rubber Co.'s chief safety officer. Major Monk has been with the company since 1918: Mr. Smith joined as an apprentice.

Max Woosnam, personnel manager of Imperial Chemical Industries Ltd., who has been with the firm for thirty years, has been elected vice-chairman of Richardsons, Westgarth, marine engineers of Wallsend.

Obituary

J. Atherton, welfare officer, Thomas Firth and John Brown Ltd., died suddenly on November 21. Among his many activities, Mr. Atherton was a pioneer of industrial safety, and was associated with the movement since the early days of the Sheffield Safety First Committee.

E. W. Murray, former curator of the Safety, Health and Welfare Museum, London, died on December 16. Mr. Murray retired in November, 1951, after being curator of the museum since 1926. Mr. Murray was also a tutor on the training courses for industrial safety officers organised by RoS.P.A.

More Time Lost

TIME lost through industrial disputes during November, 1952, totalled 126,000 hours, compared with 96,000 the previous month and 93,000 in November, 1951.

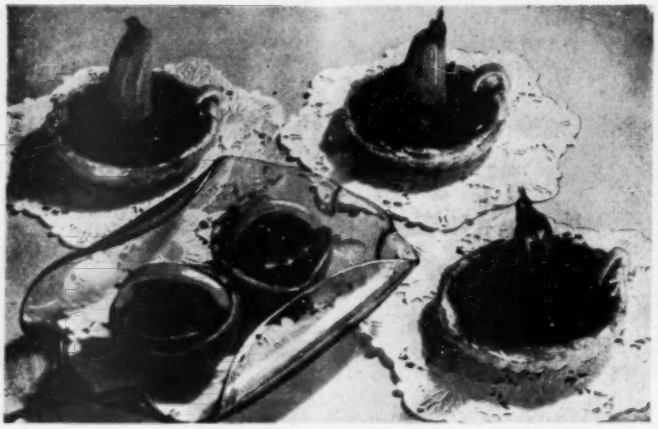
FOREMEN'S TRAINING COURSE

continued from page 347

more technical data about their jobs. At the end of each course there has been a discussion on alterations and improvements, and wherever possible, useful suggestions will be incorporated in future courses.

Several of the federation's larger member companies have developed their own arrangements for training foremen, a good example being Stewarts and Lloyds Ltd., who started this training in 1947.

[Next month, this training scheme will be described in detail.—Editor.]



Bananas are likely to be more plentiful soon. Mrs. Yeomans gives a recipe for these banana candles, a "different" kind of sweet.

Helping the Catering Manager to Manage

By WINEFRED YEOMANS
Industrial Catering Consultant

If the canteen is to be efficient, the catering manager must have management's full backing. He must be given the authority he needs. His rights and obligations must be clearly defined—preferably in writing. And he can only give of his best in premises which have been planned and equipped for the job.

"WELL begun is half done." Although I do not know the source of that old axiom, or even whether I've quoted it correctly, I have proved by experience, happy and bitter, that it certainly applies to canteen work.

But to make a good start in such a complex job as catering and canteen management it is absolutely essential to know what is expected of one and of the service and, moreover, what the owners' liabilities are in the matter. Still more urgent is it that the owners themselves know! And to clinch things *all understandings and obligations on both sides of this dual concern must be in writing.*

A cook cannot cook without pots, pans, materials and apparatus. An accountant cannot assemble his trading account unless he be supplied with figures that mean something. The catering manager cannot manage, lead, control and hold together his team and achieve his rightful aims unless he has (a) the ability and (b) the acknowledged *power and authority*—the tools for his job. It is up to management to see that he has the latter.

If this is done, managements will almost certainly get the staff and the results which their astuteness, their trust and their good organising powers deserve.

Now for a look at equipment. Happy are the kitchens which have been planned and fitted by specialists instead of being supplied with a hotch potch of plant and gear obtained by people who are unfamiliar with catering and cooking. I know kitchens which should and could be worked well by good women-cooks but for the fact that the ranges are so tall and awkwardly sited that only a strong man of 6 ft. at least could manage to cook with them. I know another that has so many cubby holes, partitions, steps, small rooms and passage-ways that thorough supervision is impossible, and hundreds of pounds are frittered away every month in the mis-spent man-hours such a layout entails. And what is almost incredible, the firm concerned blames the caterer for the consequent high labour charges.

But let us turn from the depressing and negative to the cheeringly positive and progressive—to some of the new canteens built and equipped by specialists of long-standing reputation.

Whether it be for 60 or 6,000, the canteen's equipment is designed and built specifically—for the job and for the people who are to operate it. Skilled draughtsmen, kitchen engineers and architects co-operate on this, effecting lovely jobs that last a life time! Maintenance engineers from the makers carry on the good work by regular service on contract. It is both a privilege and a joy to work in such canteens as these. . . .

Food News

The only ration change in the new period is the increase of cheese by 50 per cent, very welcome news indeed. Other foodstuffs remain as on November 30. Brightened by the prospect of the release of eggs in springtime, we are already planning how we can put this perfect and most tasty form of nourishment to use.

We may well be getting more bananas—freed from control on

December 29 last—by the time these words are in print. Deliveries are improving and the trade are working hard to increase supplies. Here is another fine food, coming in "wrapped" and hygienically clean inside like the egg. What can be done with bananas within the scope of the canteen? Well, there are bananas sliced in lemon-flavoured custard; fruit salad and *compote* containing finely sliced banana, fruit flans (the shells baked blind and fresh fruit laid in after baking and masked) containing grapes, orange segments and sliced banana; a suspicion of banana in that Indian curry, on salads, with ice-cream and on the cold-sweet counter to celebrate and usher in again this delicious fruit after thirteen years.

And these are banana candles.

Something like a range unit, designed and built for Shell Oil Co.'s new canteen. Note special flues, spotlighting under aluminium hood, steam-heated bain marie next to the ranges.

RECIPE

Required: Biscuit or short crust paste.
Small quantity lemon jelly, double strength.
Sufficient jelly to fill large tartlet cases for the required number of servings.
Sufficient ripe bananas to allow half or one-third each.
Chips of cherry or orange peel or pineapple to serve as the "candle flame."
Desirable but not absolutely necessary: imitation candle-stick handles of choux paste, short paste, angelica or orange peel.

Method: Make and bake pastry shells. Make and set the jellies. Have ready the double-strength lemon jelly at near-set temperature. (It should contain a little lemon juice.)

Line up prepared trays of pastry shells, three parts fill them with the coloured jelly which can be chopped or whipped up just before setting to make an opalescent stiff foam. Fix in the candle-stick handle, if to be added, using the double-strength lemon jelly as your "sticker."

Lastly, the most important phase of all, the artist's touch: putting in the candle. Cut the peeled bananas into halves or thirds and dip each piece in the lemon jelly to coat it thoroughly, brushing off excess jelly. This is done to preserve its form and colour. Plant the "candle" firmly in the jelly-filled candle stick, implant your flame and send your candles away to set. They will be delightful.

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EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

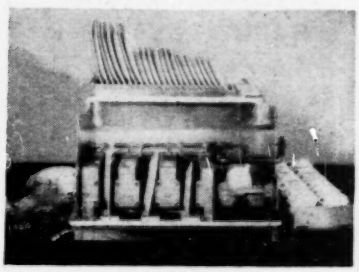
Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph.
We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

CATERING EXHIBITION PREVIEW

Here are some of the new or improved products which will be on view at the Hotel and Catering Exhibition which is being held at Manchester from February 4-14. Other exhibits will be reviewed in the March issue.

Dish Washer

THE principal exhibit of *Leonard Hall and Co.* will be this hygienic dish washer. It is claimed that it will thoroughly scrub and rinse 1,000-1,200 plates, saucers, etc., and 500-600 cups, glasses, etc., per hour with one operator. No detergent is required as the action of the self-cleansing rotary brushes does the job under a continuous spray of clean, hot water. The whole machine is constructed in stainless steel. **(PM/591.)**



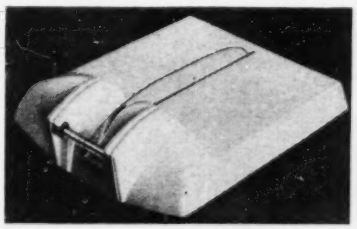
Complete Canteen Range

G. F. E. BARTLETT AND SON LTD. will have on display their usual standard manufactures such as hot cupboards, fish fryers, steaming ovens, boiling pans, insulated food conveyors, coffee machines, automatic tea-making appliances, tea and food service trolleys, insulated food and beverage containers, sinks, etc.

The automatic water boilers and café sets are being specially featured on the stand, together with the Filter coffee-making machine. Both these units will be in operation as well as the latest Bartlett pressure boiler and coffee-making set complete with coffee and milk storage urns. **(PM/592.)**

Cheese Cutter

IN addition to a selection of plastic trays of various sizes suitable for food display, *Digby and Nelson Ltd.* are exhibiting the Handee cheese



cutter. Special features of this cutter are: the cutting wire operates on springs, enabling it to run smoothly through all types of cheese; the tensioned wire is always ready for use and springs back instantly after each cut; a slot retains the handle and stops the wire from kinking when not in use; and new wires can be fitted in a few seconds. Made of durable off-white plastic material, the cutter measures 13½ in. front to back by 11 in. wide. **(PM/593.)**

Detergent Tablet

GOLDENKLEEN, a hygienic glass cleanser, is one of a number of detergents and cleansers that *Gold Products Ltd.* will be exhibiting. This cleanser leaves glasses dry and clear, with no wiping required. A new detergent washing tablet called G. Tabs, will also be exhibited. A range of Goldenpine disinfectants will also be on display. **(PM/594.)**

Shop on Wheels

A MOBILE cold serving counter completely enclosed in clear Perspex, the Café Car, will be exhibited by *Institution Supplies (Leeds) Ltd.* It is for serving beverages and snacks, under hygienic conditions. A new product that will be shown (already illustrated and described in this journal) is the Kiosk Car—a self-contained trolley shop, for the display and sale of confectionery, cigarettes, etc.

Electrically heated and insulated food trolleys will be displayed, including one which has two compartments separately heated, with self locking doors which drop to form serving platform and one which incorporates a hot cupboard, cold cupboard and bain marie type top compartment with six removable containers. **(PM/595.)**

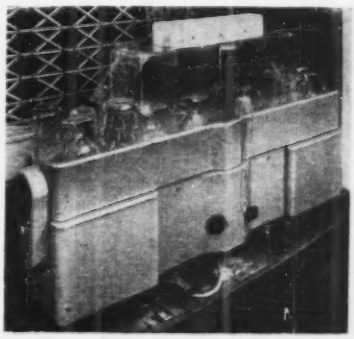
Gas-saving Boiler

STOTTS OF OLDHAM are showing a wide range of water boilers and café sets heated by gas, steam and electricity. Included is the Regula water boiler which is automatic, having a valve which controls the consumption of gas according to the amount of boiling water drawn off.

Also on show will be a big food-steaming oven which can deal with 250 lb. of potatoes, or their equivalent, in one cooking. This oven has a porcelain vitreous enamel exterior and stainless steel interior with stainless steel baskets. It has an automatic water supply and the heat is controlled by the latest type of relay thermostat. **(PM/596.)**

Glass Washer

HOOVER LTD. will be displaying their new model Glassmaster glass washing machine. Electrically operated, it washes and sterilises at



the rate of over 1,500 glasses an hour. Special features are a valve device which prevents the return of used water to the supply pipes; cleansing jets that have been made even stronger than in the earlier model and a new type of drive and tensioning for the conveyor belt, resulting in a smooth flow of glasses and quick operation. Also on show will be a heavy duty carpet cleaner and electric polisher, etc. **(PM/597.)**

New Stacking Chair

COX AND CO. (WATFORD) LTD. are showing a range of tubular steel chairs and tables in stove-enamelled and chromium plated finishes. The chairs are supplied with canvas, wood, plastic or upholstered seats and backs. A new model designed to occupy as little space as possible, but at the same time giving comfort to the user, will also be shown. This chair is fitted with a formed plywood seat and back and is stackable. (See illustration.)

(PM/598.)

End of Exhibition Review

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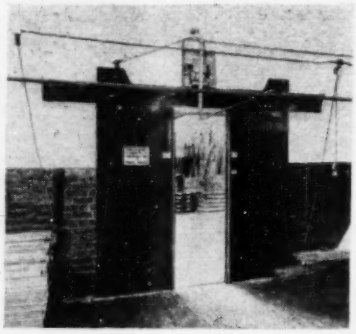
ACCOMMODATION

Automatic Sliding Doors



THESE doors, primarily developed for lift entrances, have been adapted for use in factories and warehouses. The makers say that as the doors close automatically, they prevent draughts and maintain a constant temperature within the shop, thus extracting maximum benefit from the consumption of fuel for space heating.

Consisting of two sliding panels opening from the centre and run on ball bearing rollers on bright steel tracks, the doors are opened and closed by an electric operator which, to prevent excess torque being transmitted to them, incorporates a clutch.

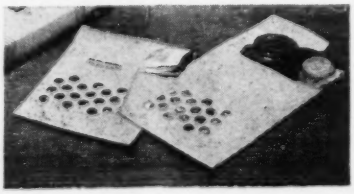
Fitted to the doors is a sensitive edge that is said to ensure their instant reversal should an obstruction be encountered. An adjustable time delay is embodied in the controller so that the doors are held open for any pre-determined period within the limits allowed. The doors are opened by means of press buttons, which can be fitted at any convenient point.

(PM/599.)

ADMINISTRATION

Wage Pockets

THE flap and the perforated body of this wage envelope permit both notes and coins to be checked before the envelope is opened. The flap is stuck down without licking. Sealing is effected by simply pressing the two surfaces together—a time-saver on pay-day. Each surface bears a coating of latex adhesive, which adheres only to its fellow. Pressure by the fingers gives an immediate and foolproof seal, which holds the contents securely no matter how bulky they are.



The pockets are made in manilla and semi-transparent Kristal or thick Glassine, either plain or printed.

(PM/600.)

VENTILATION

Wall Inflow Unit

THIS new wall ventilator is said to be virtually a self-contained, one-unit air conditioning system. Its primary function is to bring into a building up to 200,000 cu. ft. of fresh air per hour, or to provide the same degree of extraction. It is designed for fitting into any outside wall, and the makers say it is useful for the ventilation of multi-storeyed buildings where there is no easy means of access through the roof. The rate of air delivery or extraction can be varied, according to conditions, by a variable speed switch.

When the weather is cold and fresh air from outside is not needed, the re-circulating gear embodied in the ventilator provides a simple method of closing off the connection to the outside air, creating air movement within

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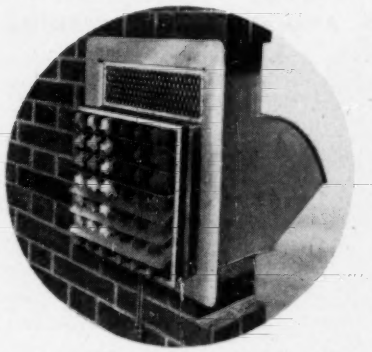
the building only, without lowering the air temperature. The same method can be applied on a cool day with a mixture of fresh air from outside and



warm air re-circulated from within the building.

Air tempering units for steam or hot water systems can be supplied fitted in the unit for winter ventilation, so that fresh air is available on the coldest day without affecting existing heating arrangements. A filtering unit can also be added to give a dust-free air supply. Two devices on this unit, the variable air projector and the two-way directional trunking, facilitate the direct projection of air to any spot or spots by a finger adjustment.

(PM/601.)

BETTER HOUSEKEEPING

For Faster Painting

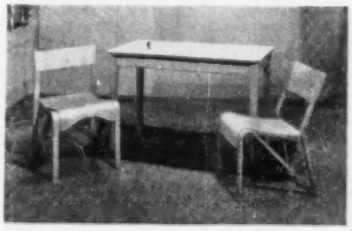
SPECIALLY designed for application to wet iron or steel surfaces, this new type of cold galvanising possessing the anti-corrosion properties of zinc-rich paints, obviates the need for waiting after wet weather for surfaces to dry off before painting can be begun or continued—thus it is possible to begin painting in the early morning without waiting for dew to dry off the surface of iron or steelwork.

This product will also be found useful for painting iron and steel structures in a consistently humid atmosphere, such as is found in breweries, cold stores, laundries, paper-making mills, chemical works, and the like, or where structures are partly submerged in tidal waters. The manufacturers claim that application can be carried out under water, if necessary. **(PM/602.)**

SEATING

Canteen Group

HERE are two styles of stacking chairs, suitable for canteens, lecture rooms, etc. Both are made of laminated wood and supplied in their natural colour with a clear lacquer



finish. The manufacturers state that the stacking principle adopted is of their own development and gives safe non-slip stacking and better strength and wearing properties.

Also shown in the picture is a table suitable for the canteen, with a Formica top. This stands 2 ft. 6 in. wide.

(PM/603.)

HANDLING

Two New Loaders

THIS new loader is designed to load goods (up to a weight of 3 cwt.) that must be kept upright, such as open sacks, liquid containers, etc. The weight of the container or sack, when tipped on to the frame, automatically sets the lifting mechanism in motion, and the goods are delivered to the worker on the back of the lorry. This loading device can be fitted to any goods vehicle, and is operated by hydraulic drive from gearbox power take-off. The lifting frame can be stowed away under the vehicle body when not in use.

The same manufacturers also produce a loader which works on the same principle, but delivers the goods in containers or sacks at shoulder height to stacking personnel on the vehicle. This loader lifts loads up to 3 cwt. at the rate of six a minute.

(PM/604.)

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

BILLS

Foundry Workers (Health and Safety) Bill. Dated November 19, 1952. To provide for the better protection of the health and safety of workers in the ironfounding industry. *H.M.S.O. 4d.*

STATUTORY INSTRUMENTS

No. 2056. The Wages Regulation (Licensed non-Residential Establishment) (Amendment) Order, 1952. Dated November 28, 1952, made by Minister of Labour and National Service under Section 8, Catering Wages Act, 1943(a). *H.M.S.O. 2d.* (Amends Order L.N.R. (28) by reducing the amount of guaranteed weekly remuneration payable to a worker who ordinarily works not less than 34 but less than 48 hours a week. Operative from December 21, 1952.)

No. 2144. The National Insurance (Increase of Benefit and Miscellaneous Provisions) Regulations, 1952. Dated December 8, 1952, made by Minister of National Insurance under Section 9, Family Allowances and National Insurance Act, 1952(a), and sections 17(b), 29, 60 and 71, National Insurance Act, 1946(c), and by the National Insurance Joint Authority under sections 23, 24, 25 and 30 of the latter Act. *H.M.S.O. 6d.* (Revoke the National Insurance (Increase of Benefit and Miscellaneous Provisions) Provisional Regulations, 1952, by increasing rates of certain benefits under the National Insurance Act, 1946, to bring them into conformity with the higher rates payable under the 1952 Act. Provisions include alteration of requirements as to weekly earnings of a woman having the care of a child, for relaxing the earnings rule in the case of a widowed mother's allowance, etc. Operative from December 15, 1952.)

No. 2162. The Police Pensions Regulations, 1952 Dated December 10, 1952, made by Secretary of State for Home Affairs, in conjunction with the Treasury, under sections 1 and 3, Police Pensions Act, 1948(a) and section 2, Police Pensions (Increase) Act, 1952(b). *H.M.S.O. 6d.* (Amend the 1948 Regulations by providing certain increases in widows' pensions, and children's allowances; alter certain provisions regarding age of compulsory retirement of members serving before the 1948 Regulations came into force; etc. Operative from December 15, 1952.)

No. 2165. The Retail Bespoke Tailoring Wages Council (Scotland) Wages Regulation (Holidays) (Amendment) Order, 1952. Dated December 12, 1952, made by Minister of Labour and National Service under section 10, Wages Councils Act, 1945(a). *H.M.S.O. 2d.* (Amends Order R.B.S. (35) by providing the method of calculating the amount of holiday remuneration payable to a worker on termination of his employment. Operative from December 31, 1952.)

No. 2166. The Firemen's Pension Scheme (No. 3) Order 1952. Dated December 12, 1952, made by Secretary of State for Home Affairs under section 26, Fire Services Act, 1947(a) and section 2, Pensions (Increase) Act, 1952(b). *H.M.S.O. 6d.* (Amends the Firemen's Pension Scheme, 1948 and 1951 by increasing widows' pensions and children's allowances; makes new provisions relating to awards in respect of part-time firemen and requires retained part-time firemen to pay a pension contribution of 4s. a year; also provides that where an award has been withdrawn for misconduct, it may be restored at the discretion of the fire authority. Operative from December 15, 1952.)

No. 2167. The Fire Services (Pensions Increase) Regulations, 1952. Dated December 12, 1952, made by Secretary of State for Home Affairs under section 2, Pensions (Increase) Act, 1952(a). *H.M.S.O. 4d.* (Provide for increases in pensions and allowances granted to widows and children of firemen who died or retired before the Fire Services Act, 1947, came into operation. Operative from December 15, 1952.)

No. 2170 (S110) The Fire Services (Conditions of Service) (Scotland) Amendment No. 2. Regulations, 1952. Dated December 11, 1952, made by Secretary of State for Scotland under sub-section (1), section 17, Fire Services Act, 1947(a). *H.M.S.O. 2d.* (Provide that rate of pay of assistant firemen shall be determined by the fire brigade authority instead of on a prescribed scale as formerly. Operative from December 16, 1952.)

No. 2184. The National Insurance (Members of the Forces) Amendment (No. 2) Regulations, 1952. Dated December 16, 1952, made by the National Insurance Joint Authority under section 57, National Insurance Act, 1946(b). *H.M.S.O. 3d.* (Revoke the 1952 Provisional Regulations and reduce the amount of National Insurance contributions payable in respect of members of the Forces. Operative from December 29, 1952.)

No. 2185. The National Insurance (Contributions) Amendment (No. 2) Regulations, 1952. Dated December 16, 1952, made by the Minister of National Insurance under section 5, National Insurance Act, 1946(a), in conjunction with the Treasury. *H.M.S.O. 2d.* (Amend the 1948 Regulations by providing that contributions for unemployment and sickness benefit can only be credited to a person who has paid at least twenty-six contributions as an employed or self-employed person (excluding contributions paid during national service) and has completed a period of full-time education or full-time unpaid apprenticeship. Operative from December 16, 1952.)

No. 2238. The Clothing Industry Development Council (Dissolution) Order, 1952. Dated December 19, 1952, made by the Board of Trade under section 8, Industrial Organisation Development Act, 1947(a). *H.M.S.O. 4d.* Provides for the dissolution of the Clothing Industry Development Council. Operative from January 1, 1953.)

No. 2258. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1952. Dated December 22, 1952, made by the Minister of Labour and National Service under section 10, Wages Councils Act, 1945(a). *H.M.S.O. 2d.* (Amends Order R.F.A. (12) by increasing the amount reckoned as wages where an employer provides board and lodging or meals to a worker. Operative from January 19, 1953.)

No. 2261. (S.119) The Police (Scotland) (Amendment) Regulations, 1952. Dated December 19, 1952 made by Secretary of State for Scotland under section 4, Police Act, 1919(a). *H.M.S.O. 2d.* (Make the passing of either the elementary or advanced examination a qualification for promotion to sergeant; continue supplementary rent allowances for a further two years. Operative from December 31, 1952.)

No. 2287. The Aerated Waters Wages Council (Scotland) Wages Regulation (Amendment) (No. 2) Order, 1952. Dated December 30, 1952, made by Minister of Labour and National Service under section 10, Wages Councils Act, 1945(a). *H.M.S.O. 3d.* (Revokes Order A.S.(36), and amends Order A.S.(34) by increasing statutory minimum remuneration payable. Operative from January 16, 1953.)

No. 2288. The Brush and Broom Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1952. Dated December 30, 1952, made by Minister of Labour and National Service under section 10, Wages Councils Act, 1945(a). *H.M.S.O. 4d.* (Revokes Order M.(65) and fixes annual holidays and holiday remuneration payable. Operative from January 19, 1953.)

GENERAL

CAREERS GUIDE. Opportunities in the Professions and in Business Management. Issued by the Ministry of Labour and National Service, December, 1952. *H.M.S.O. 3s. 6d.*

Disabled Persons in Government Employment. Statement of registered disabled persons in Government employment on October 1, 1952. (Cmd. 8696.) *H.M.S.O. 2d.*

INDUSTRIAL COURT AWARDS

No. 2422. Distributive Trades. Reference: Claim for extra payment for cutting meat as is necessary under the current method of meat distribution. Award: Claim not established. (3/12/52.)

No. 2423. Local Government Service. Reference: To determine salary rate for Town Clerk. Award: The Court awarded a salary of £3,250 a year rising by annual increments to £3,500. (16/12/52.)

No. 2424. National Health Service. Reference: To determine rates of pay for part-time chiropodists. Award: (1) Chiropodists working not more than six sessions a week: (a) Certificated teachers and workers with three years' experience since qualifying £1 11s. 6d. per session of three hours; two sessions per day £2 12s. 6d. (b) Uncertificated teachers and workers with less than three years since qualifying £1 5s. per session; £2 0s. 6d. for two sessions. (2) Chiropodists working more than six sessions a week to be paid as above for six sessions and 16s. or 12s. 6d. for each session in excess according to their category. (16/12/52.)

No. 2425. Probation Officers. Reference: For substantial increase in rates of pay for probation officers in Scotland. Award: Increase of £65 a year. (19/12/52.)

No. 2426. Distributive Trades. Reference: Claim for increase of 30s. a week in retaining fee for porters at Billingsgate Market. Award: Retaining fee to be increased to 55s. a week for regular porters; casual workers to participate in accordance with current practice. (23/12/52.)

No. 2427. National Health Service. Reference: To determine date of operation of revised salary scales and board and lodging charges for nurses and midwives. Award: Operative from June 1, 1952. (24/12/52.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 267. Salary Scales of Clerical Staff Employed at the Chief Office of the Scottish Legal Life Assurance Society (Award No. 217). Claim: For improved salary scales. Award: Minimum salary scales for male clerical workers to be as follows Grade 2—£8 15s. a week in 1st year in grade rising to £10 15s. in 7th year; Grade 2B—15s. a week above Grade 2; Grade 2A—20s. a week above Grade 2; Grade 1—£12 2s. a week in 1st year in grade rising to £13 13s. in 5th year. (5/11/52.)

No. 268. Rates of Wages in the Electrical Cable Making Industry. Claim: For substantial wage increase. Award: Increase of 2d. per hour for men and 1½d. for women, with proportionate increases for juniors. (7/11/52.)

No. 269. Remuneration and Holiday Payments of Certain Workers Employed by a Firm Engaged in Sheet Metal Working at Kingston-on Thames. Claim: For increased lieu rates or piecework times or prices and for increased annual holiday credits. Award: (1) Increase of 3d. per hour to sheet metal workers: (2) holiday credits to accrue at the rate of one-twentyfifth of wages paid in respect of each week's work. (7/11/52.)

No. 270. Remuneration of Chief Officers of the West Riding of Yorkshire County Council. Claim: For implementation of recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities in respect of the County Council's chief officers. Award: In favour of claim. (10/11/52.)

No. 271. Terms and Conditions of Employment of Certain Workers Employed at the Grand Hotel, Manchester. Claim: For observance by employers of recognised terms and conditions of employment of electrical maintenance staff. Award: Claim not established. (12/11/52.)

No. 272. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by a Particular Firm in Birmingham. Claim: That worker be paid one week's wages in lieu of notice. Award: In favour of claim. (14/11/52.)

No. 273. Wages and Conditions of Employment of Certain Workers Employed in the Corn Trade. Claim: For improved wages and conditions of mill operatives and transport workers. Award: (1) Increase of 8s. a week to adult mill operatives with proportionate increases for juniors; (2) Increase of 5s. a week to adult transport workers, with proportionate increases for juniors; 6d. per hour extra for driving hours between 10 p.m. and 6 a.m.; increase of 12s. 6d. in subsistence payment; overtime to be paid at time-and-a-quarter for first six hours in any week (exclusive of Sunday) and time-and-a-half thereafter. (14/11/52.)

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Management Diary for February

Burton Manor
Feb.
8-20 "Supervisory Management."
22-
Mar.
6 "The Nature of Management."

Carlisle and District Management Association
Feb.
10 "Trade Union Responsibilities in a Changing World." Dame Florence Hancock.

Chartered Institute of Secretaries
4 "Office Management." A. W. Walker. Lea Park Tearooms, Lauriston Road, Falkirk. 7.15 p.m. (Jointly with the Institute of Cost and Works Accountants.)
10 "Profit-sharing and Pension Schemes as Incentives." W. Upton. Cleveland Scientific and Technical Institute, Corporation Road, Manchester. 7.30 p.m.
11 "The Selection and Training of Office Staff." J. W. Kirkness. Hotel Metropole, King Street, Leeds. 7 p.m.
23 "Trade Union Structure and Present Needs." A. V. Cole. B.M.A. Rooms, Drumsheugh Gardens, Edinburgh. 7.30 p.m.
26 "Productivity and its Measurement." F. G. S. English. Royal Beach Hotel, Southsea. 6.30 p.m.
26 "A Management Development Scheme." A. W. Walker. Chartered Insurance Institute, Aldermanbury, London, E.C.2. 6.15 p.m.

Corporation of Secretaries
27 "Monopolies and Restrictive Practices." Lt.-Col. B. Nield. Chester Rural District Council Offices, 16 Whitefriars, Chester. 7.30 p.m.

Industrial Welfare Society
8 "How to Form a Youth Section." 48 Bryanston Square, London, W.1.
4-25 Discussion Groups for the Retail Distributive Trade. College for the Distributive Trades, 107 Charing Cross Road, London, W.C.2. 6.15 p.m. (Course.)
4 Conference for Women Supervisors. 48 Bryanston Square, London, W.1. 10 a.m.
6-9 "Lifting and Handling." Lilleshall Hall, Nr. Newport. (In conjunction with the Central Council for Physical Recreation.)
6-9 Conference for Workers' Representatives. Llandudno.
9 Supervisors' Discussion Group. 48 Bryanston Square, London, W.1. 6 p.m.
10 Advisory Meeting. Dundee.
11 Women Supervisors' Course. Glasgow.
11 Editors' Meeting. Glasgow.
12 Canteens Meeting. Newcastle.
16-
Mar.
9 "Training in Human Relations for the Retail Distributive Trade." 48 Bryanston Square, London, W.1. 6 p.m. (Course.)
Feb.
17 "Preparing a Supervisory Training Scheme." Birmingham.
19 Foremanship Course. Coventry.
19 "Manual Lifting and Handling." 48 Bryanston Square, London, W.1. 9.30 a.m.
20-23 "Human Relations and Productivity on the Shop Floor." (Conference for foremen and shop stewards.) Oulton Hall Hotel, Clacton.
24-25 Industrial Law Tutorial Course. Hull.
25 "Canteens." Walthamstow.
25 "Management Ethis." W. H. Bower. 48 Bryanston Square, London, W.1. 2.30 p.m.
26 "Manual Lifting and Handling." Manchester.
26 "Preparing a Supervisory Training Scheme." 48 Bryanston Square, London, W.1.

Institute of Industrial Supervisors
5 "Foremanship." J. Ayres. Welbeck Hotel, Nottingham. 7.30 p.m.
5 "Human Relations." T. A. Mason. Technical College, Hyde. 7.30 p.m.
10 "Communications and English Expression." J. C. Rees. South Wales Institute of Engineers, Merthyr Tydfil. 7.30 p.m.
12 "The Foreman and Personnel Management." Mrs. E. Klouman. Great Northern Hotel, Leeds. 7.30 p.m.
17 "The Supervisor and Communications." R. W. Latham. Canteen, Carpet Trades Ltd., Kidderminster. 7.30 p.m.
17 "Incentives—Financial and Otherwise." T. A. Randall. Robin Hood Hotel, Nottingham. 7.30 p.m.
18 "The Foreman and Good Housekeeping." C. W. Dowse. Butler and Tanner, Ltd. Frome. 7.30 p.m.
19 "Communications and English Expression." J. Whybrow. The Polytechnic, Woolwich, London, S.E. 7.30 p.m.
20 "Work—Why Study It?" H. Clayton. The Settlement, Pontypool. 7.30 p.m.
27-
Mar.
1 "Industrial Relations and Industrial Law—What the supervisor should know." Ashorne Hill, Leamington.

Institute of Personnel Management
Feb.
3 "Economic Policy of the Trade Unions." J. Driscoll. Park Hotel, Cardiff. 6.45 p.m.
3 "Focus on Youth." Kensington Hotel, Belfast. 6.45 p.m.
5 "The Relation of the Technical College to Industry." W. G. Lewis. Canteen, Peter Stubs Ltd., Scotland Road, Warrington. 7 p.m.
5 "Training the Training Staff." E. N. Marriott. "Training for Flexibility—the demands on training of variations in production." Dr. W. Douglas Seymour. Management House, 8 Hill Street, London, W.1. 10 a.m.
8-13 "Staff Management in Retail Distribution." Coburg Court Hotel, Bayswater Road, London, W.2.
11 "Problem of Unemployment." E. A. Blench and S. C. Hills. (Joint Meeting with the Institution of Works Managers.)
16 "Welfare and Working Conditions." F. L. Kidd. Grand Hotel, Birmingham. (Joint Meeting with the Office Management Association.)
16 "Personnel Functions in a Nationalised Industry." J. Barbour. North British Hotel, Glasgow. 7 p.m.
19 "Training for Management." Management House, 8 Hill Street, London, W.1. 10 a.m.
20 "The Transition from School to Industry." Dr. G. Reith. Roxburghe Hotel, Edinburgh. 7.30 p.m.
24 "The Role of the Trade Unions in the Future." C. Roberts. Technical College, Manchester Road, Bolton. 7.30 p.m.
25 "Joint Consultation." Royal Hotel, College Green, Bristol. 6.30 p.m.
25 "Superannuation Schemes." Economics Department, The University, Leeds 2. 6.30 p.m.
25 "Problems of Shift Working." A. Smith. Royal Victoria Hotel, Sheffield. 7 p.m.
26 "The Law and Employment." J. King. Steel Nut & Joseph Hampton Ltd., Woden Works, King's Hill, Wednesbury. 6.30 p.m.
27-
Mar.
1 London and South-eastern Regional Conference. Bournemouth.

Institute of Economic Engineering
Feb.
7 "Production Incentives." J. Binnie. Glasgow. 10.30 a.m.
13 "Trades Unions and Productivity." E. Fletcher. Kingsbury, London. 7 p.m.
22 "The Psychology of Incentives." A. J. Speakman. Midland Hotel, Manchester. 2.30 p.m.

Institution of Heating and Ventilation Engineers
4 "Heating and Ventilation Problems in Atomic Energy Establishments." W. L. Wilson. College of Technology, Leicester. 6.30 p.m.

Institution of Production Engineers
5 "Joint Consultative Machinery at Factory Level." F. Hayday. Bell Hotel, Leicester. 7 p.m.
6 "Methods of Achieving More Economic Production with Emphasis on the Importance of the Labour Element." R. W. Mann. 7.30 p.m.
16 "Work Study." R. M. Currie. College of Arts, Green Lane, Derby. 7 p.m.
17 "High Productivity—Key Features of American Production Management." L. J. S. Saunders. 36 Portman Square, London, W.1. 7.15 p.m.
17 "Colour Schemes in Industry." S. A. Wood. Morris Motors Ltd. Apprentice School, Hollow Way, Cowley, Oxford. 7.15 p.m.
26 "Management Forum." Technical College, Coventry. 7.30 p.m. (Joint Meeting with the Institute of Industrial Administration.)

Institution of Works Managers
3 "The Human Factor and its Relationship to Industry." J. Leask. Grand Hotel, Sheffield. 7.30 p.m.
4 "The Legal Aspect of Industrial Accidents." J. Walker and C. Miller. Paisley.
6 "The Ministry of Labour and Industry." Mr. Heggie. Danum Hotel, Doncaster. 7.30 p.m.
10 "Factory Discipline." J. Ayres. Adelphi Hotel, Liverpool. 6.30 p.m.
17 "Methods of Labour Training." E. N. Marriott. Grand Hotel, Birmingham. 7 p.m.
23 Management Brains Trust. Institution of Engineers and Shipbuilders in Scotland, 39 Elmbank Crescent, Glasgow, C.2. 7.15 p.m.

National Institute of Industrial Psychology
2-6 Selection Methods. Course II. London.
4 Supervisors' Extended Course. London.
9-13 Supervisors' Course. Glasgow.
11 Conference. Edinburgh.
18-19 Selection Conference. London.
23-27 Selection Methods. Course II. Manchester.

Office Management Association
4 "Office Management." A. Bradley. Royal Hotel, College Green, Bristol. 6.15 p.m.
24 "Recruiting and Training of Office Staff." G. J. Mills. Royal Victoria Station Hotel, Sheffield. 6.15 p.m.
25 "Recruiting and Training of Office Staff." G. J. Mills. Metropole Hotel, Leeds. 6 p.m.

Pendley Manor
16-21 Foremen's Course.

Urchfont Manor
16-21 "On the Staff." (For office workers, junior accountants, secretaries, etc.)

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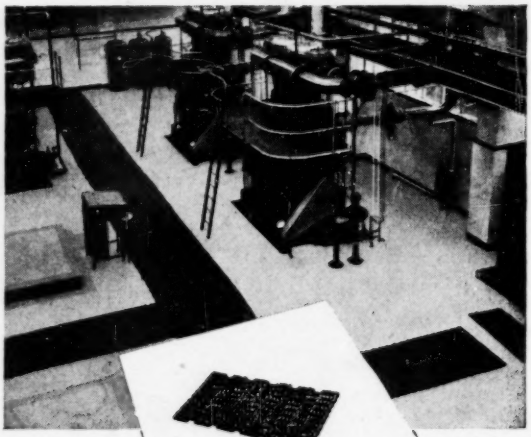

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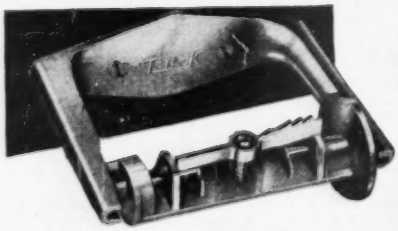

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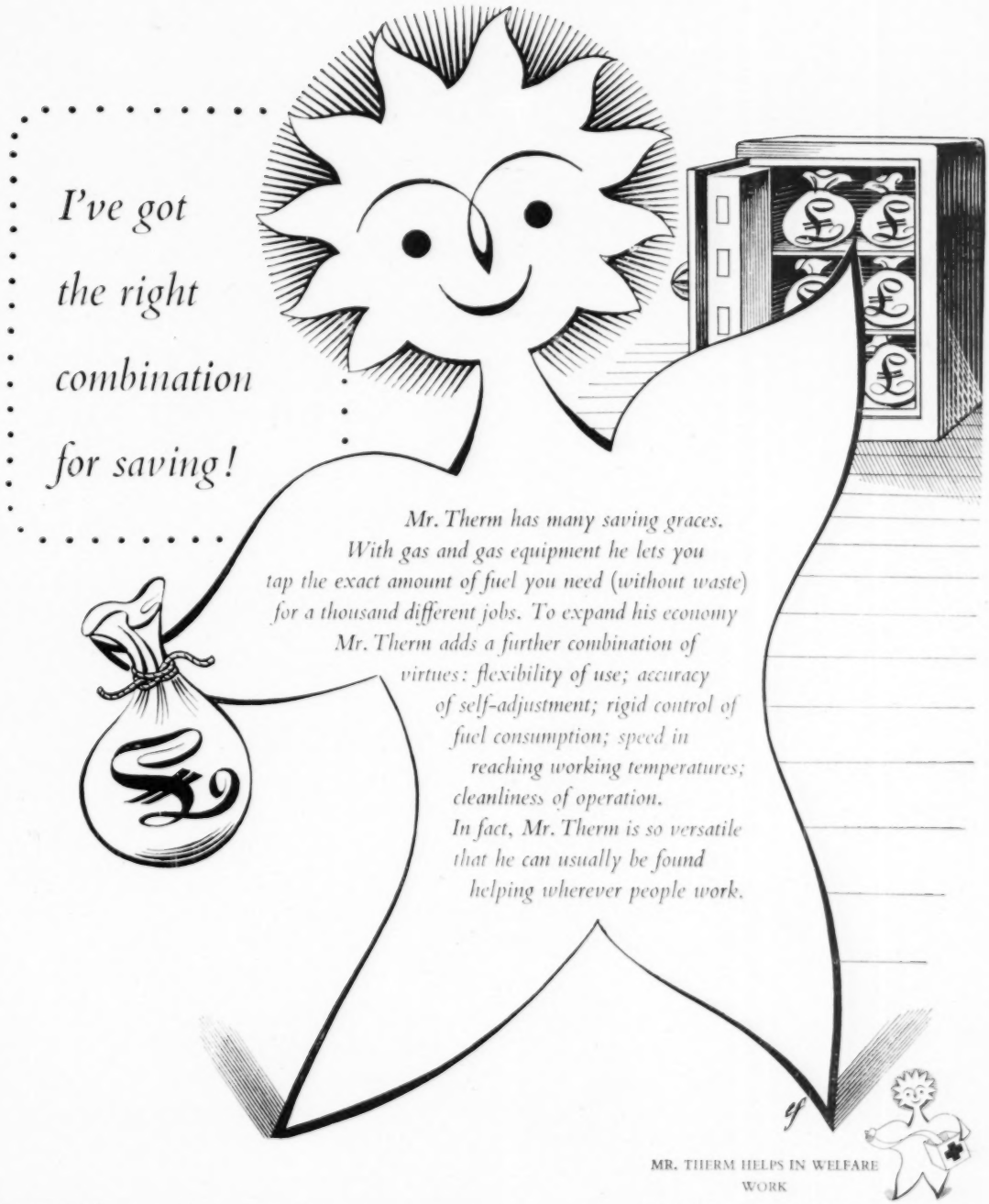
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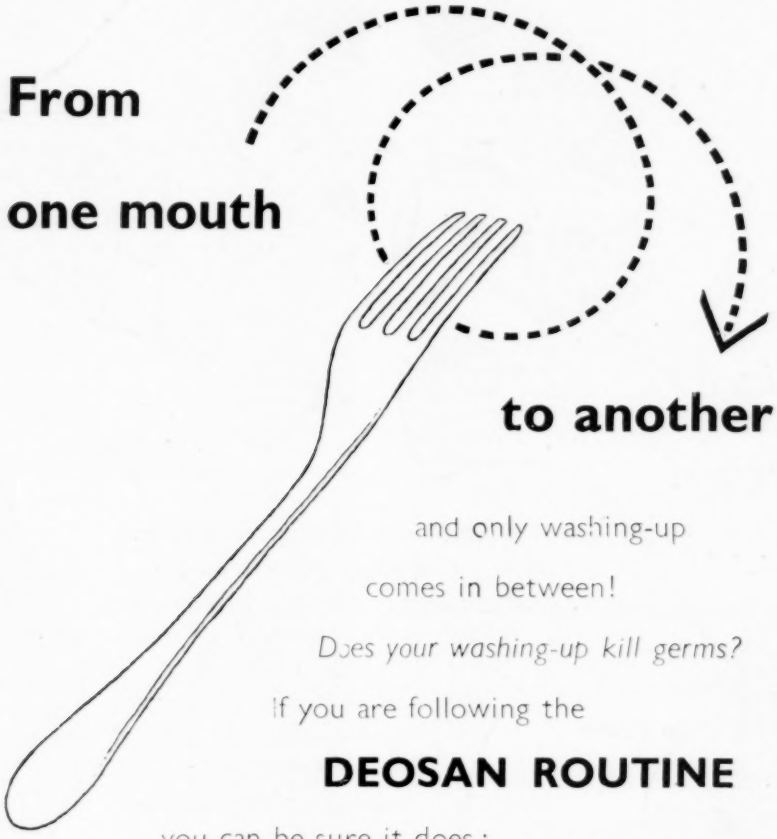

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